2016
CITY OF TORONTO BUDGET SUMMARY

TORONTO

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A message from the City

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TORONTO

John Tory
Mayor

Message from the Mayor

Toronto is a vibrant and growing city, but it is changing quickly.

As Mayor, I'm focused on helping Toronto compete in today's global economy and maintaining our city's character as welcoming and affordable for all ages and income levels.

In 2016, Toronto City Council approved a budget that makes significant investments in key priorities for the city's future, including transit, traffic congestion, community safety and poverty reduction. The budget balances the need to invest in the people of this city while keeping the city affordable for Toronto residents.

The investments support transit, housing and infrastructure to allow people to get around our city quickly, efficiently and safely — no matter how they travel. From transit and roads to cycling and pedestrian safety, Toronto is creating networks that connect our city and our region, while alleviating traffic congestion.

This budget focusses on the health and well-being of the City's residents, families and children. We are investing in the City's Poverty Reduction Strategy to meet the growing population of vulnerable residents through cold-weather drop-in services, the expansion of the student nutrition program and additional funding for childcare. It also directs funds to support the Mayor's Task Force on Community Housing with key investments to improve safety and living conditions, and provide relief for residents paying for electric heating..

We are continuing to invest in building the necessary infrastructure to support Toronto's growth while maintaining our aging infrastructure in a state of good repair.

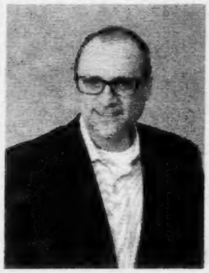
I would like to thank Budget Chief Councillor Crawford and City staff for their hard work and dedication to the budget process.

Together with my colleagues on City Council we will focus on making investments in the priorities of Toronto residents.

Sincerely,

Mayor John Tory

City Hall, 100 Queen Street West, 2nd Floor, Toronto, Ontario M5H 2N2
T: 416-397-CITY (2489) F: 416-338-7125 mayor_tory@toronto.ca



Message from Rob Rossini, Deputy City Manager and Chief Financial Officer & Josie La Vita, Executive Director, Financial Planning

Toronto City Council approved a balanced 2016 Tax and Rate Supported Operating Budget of $11.8 billion and 10-Year Capital Budget and Plan of $33.5 billion. The 2016 Budget makes significant investments in key strategic priorities for the City including transit and transportation, public safety and poverty reduction.

Overall, the 2016 budget tax increase after assessment growth is 0.88%, with a 1.3% increase for residential properties and a 0.43% increase for non-residential properties, in keeping with Council's tax policy to continue to reduce business taxes and taxes on rental apartment buildings in Toronto. The modest increase includes the cost to maintain current service levels as well as make significant new investments for today's residents and for generations to come.

The 2016 Operating Budget maintains all current programs and services and provides funding for new and enhanced services, including:

- $6 million to aid in reducing poverty, including the expansion of Homemakers and Nurses Services to meet the growing population of vulnerable residents, enhanced cold-weather drop-in services, expansion of the student nutrition program and additional funding for childcare subsidies
- $5.5 million to support the Mayor's Task Force on Community Housing with key investments to fund Door Access Systems, implement evening and weekend cleaning, pay for a cost relief program for rent-geared-to-income residents paying for electric heating and for the introduction of various social programs
- early Sunday morning subway service, connecting bus and streetcar service and improved streetcar reliability
- two new superintendents and 57 new paramedics to meet service demands from an aging population and 17 additional Fire Services staff for fire prevention, public education and inspections
- $5 million to support the Arts and Culture $25 per capita funding phase-in.

Looking forward, the City will continue to face budgetary pressures. Preliminary estimates indicate the cost pressure in 2017 and 2018 will be $446.6 million and $241.0 million respectively, after taking into account potential revenue, tax and TTC fare increases. Cost pressures are primarily due to inflationary costs, the annualization of costs for the previous years' service investments, TTC's service improvements, slower revenue growth and the loss of provincial funding and reversal of one-time revenue sources used to balance the 2016 budget.

The City's 2016-2025 Capital Budget and Plan allocates $13.2 billion or 63 per cent allocations to SOGR projects and $6.8 billion or 33 per cent to service improvement and growth related projects. The capital plan continues to fund the City's two largest transit investments – the Toronto-York Spadina Subway Extension and the Scarborough Subway Extension – as well as rehabilitation work on the Gardiner Expressway, road resurfacing and reconstruction, and key capital projects to address traffic congestion.

While the City's capital work is extensive, the demands of a growing and aging city are evident in the capital program to both maintain the reliability of the City's $75 billion of existing infrastructure as well as to achieve Toronto's City building initiatives. The number of capital projects currently under consideration but unfunded is approximately $22.3 billion. The City's capital needs far exceed revenues from the property tax base. In order to provide sustainable funding for capital projects, Council will be considering additional revenue sources dedicated to capital work and determine what projects will be approved and need to proceed.

The 2016 Solid Waste Management Services rate supported operating budget of $389 million includes a rate increase of 3 per cent. As a measure to further incent waste diversion, the Solid Waste single family residential rebates have been reduced by approximately $1 per bag per month on all bin sizes with the exception of the small bin. Toronto Water's 2016 rate supported budget focuses on providing high quality drinking water and wastewater services while dealing with the impact of extreme weather and aging infrastructure. City Council approved an 8 per cent water rate increase as part of a planned, multi-year budget and infrastructure renewal program which is expected to generate an estimated $1.16 billion in revenue to fund these needs.

Open communication is integral to informing residents about the budget and engaging them in the budget process. Through the City's web site, publications and infographics we continue to build on the budget communications materials and look for more ways to engage the public in the budget process. The City is hard at work improving its financial transparency accomplished through various initiatives. The refinement of service-based multi-year planning, budgeting, monitoring and reporting data sets is public facing; enhancing the offering of data sets to the public, data analytics and visualization.

Moving forward, as we begin planning for 2017 it is important that City divisions and agencies, together with the City Manager and City Council, continue to exercise fiscal discipline, search for efficiency measures and deliver transformation and innovative solutions in order to achieve fiscal sustainability.

Sincerely,

Roberto Rossini

Josie La Vita

Roberto Rossini,
Deputy City Manager
and Chief Financial Officer

Josie La Vita,
Executive Director,
Financial Planning

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About Our City Government

Toronto City Council 2014 - 2018

John Tory
Mayor

Vincent Crisanti
Ward 1

Anthony Perruzza
Ward 8

Josh Colle
Ward 15

Josh Matlow
Ward 22

Mary Fragedakis
Ward 29

Gary Crawford
Ward 36

Paul Ainslie
Ward 43

Michael Ford
Ward 2

Maria Augimeri
Ward 9

Christin Carmichael Greb
Ward 16

John Filion
Ward 23

Paula Fletcher
Ward 30

Michael Thompson
Ward 37

Stephen Holyday
Ward 3

James Pasternak
Ward 10

Cesar Palacio
Ward 17

David Shiner
Ward 24

Janet Davis
Ward 31

Glenn De Baeremaeker
Ward 38

John Campbell
Ward 4

Frances Nunziata
Ward 11

Ana Bailão
Ward 18

Jaye Robinson
Ward 25

Mary-Margaret McMahon
Ward 32

Jim Karygiannis
Ward 39

Justin Di Ciano
Ward 5

Frank Di Giorgio
Ward 12

Mike Layton
Ward 19

Jon Burnside
Ward 26

Shelley Carroll
Ward 33

Norm Kelly
Ward 40

Mark Grimes
Ward 6

Sarah Doucette
Ward 13

Joe Cressy
Ward 20

Kristyn Wong-Tam
Ward 27

Denzil Minnan-Wong
Ward 34

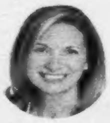
Chin Lee
Ward 41

Giorgio Mammoliti
Ward 7

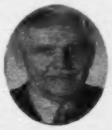
Gord Perks
Ward 14

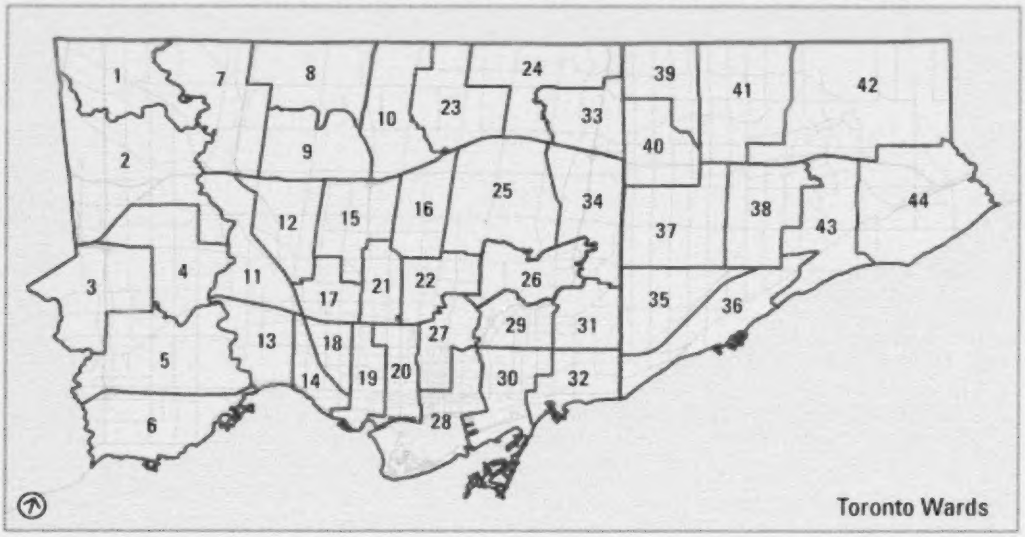
Joe Mihevc
Ward 21

Pam McConnell
Ward 28


Michelle Holland
Ward 35

Raymond Cho
Ward 42


Ron Moeser
Ward 44



Ward 1 Etobicoke North
Councillor Vincent Crisanti

Ward 2 Etobicoke North
Councillor Michael Ford

Ward 3 Etobicoke Centre
Councillor Stephen Holyday

Ward 4 Etobicoke Centre
Councillor John Campbell

Ward 5 Etobicoke-Lakeshore
Councillor Justin Di Ciano

Ward 6 Etobicoke-Lakeshore
Councillor Mark Grimes

Ward 7 York West
Councillor Giorgio Mammoliti

Ward 8 York West
Councillor Anthony Perruzza

Ward 9 York Centre
Councillor Maria Augimeri

Ward 10 York Centre
Councillor James Pasternak

Ward 11 York South-Weston
Councillor Frances Nunziata

Ward 12 York South-Weston
Councillor Frank Di Giorgio

Ward 13 Parkdale-High Park
Councillor Sarah Doucette

Ward 14 Parkdale-High Park
Councillor Gord Perks

Ward 15 Eglinton-Lawrence
Councillor Josh Colle

Ward 16 Eglinton-Lawrence
Councillor Christin Carmichael Greb

Ward 17 Davenport
Councillor Cesar Palacio

Ward 18 Davenport
Councillor Ana Bailão

Ward 19 Trinity-Spadina
Councillor Mike Layton

Ward 20 Trinity-Spadina
Councillor Joe Cressy

Ward 21 St. Paul's
Councillor Joe Mihevc

Ward 22 St. Paul's
Councillor Josh Matlow

Ward 23 Willowdale
Councillor John Filion

Ward 24 Willowdale
Councillor David Shiner

Ward 25 Don Valley West
Councillor Jaye Robinson

Ward 26 Don Valley West
Councillor Jon Burnside

Ward 27 Toronto Centre-Rosedale
Councillor Kristyn Wong-Tam

Ward 28 Toronto Centre-Rosedale
Councillor Pam McConnell

Ward 29 Toronto-Danforth
Councillor Mary Fragedakis

Ward 30 Toronto-Danforth
Councillor Paula Fletcher

Ward 31 Beaches-East York
Councillor Janet Davis

Ward 32 Beaches-East York
Councillor Mary-Margaret McMahon

Ward 33 Don Valley East
Councillor Shelley Carroll

Ward 34 Don Valley East
Councillor Denzil Minnan-Wong

Ward 35 Scarborough Southwest
Councillor Michelle Holland

Ward 36 Scarborough Southwest
Councillor Gary Crawford

Ward 37 Scarborough Centre
Councillor Michael Thompson

Ward 38 Scarborough Centre
Councillor Glenn De Baeremaeker

Ward 39 Scarborough-Agincourt
Councillor Jim Karygiannis

Ward 40 Scarborough Agincourt
Councillor Norm Kelly

Ward 41 Scarborough-Rouge River
Councillor Chin Lee

Ward 42 Scarborough-Rouge River
Councillor Raymond Cho

Ward 43 Scarborough East
Councillor Paul Ainslie

Ward 44 Scarborough East
Councillor Ron Moeser

2014 - 2018 City Council, Boards and Committees

Toronto City Council

City Council

Committees Reporting to City Council

Audit Committee

Board of Health

Civic Appointments Committee

Community Development and Recreation Committee

Economic Development Committee

Executive Committee

Government Management Committee

Licensing and Standards Committee

Parks and Environment Committee

Planning and Growth Management Committee

Public Works and Infrastructure Committee

Striking Committee

Community Councils

Etobicoke York Community Council

North York Community Council

Scarborough Community Council

Toronto and East York Community Council

Other Boards and Committees

Affordable Housing Committee

Bid Committee

Board of Directors of The Hummingbird (Sony) Centre for the Performing Arts

Board of Directors of the Toronto Atmospheric Fund

Board of Directors of the Toronto Centre for the Arts

Board of Health - Performance Appraisal of the Medical Officer of Health

Board of Health Budget Committee

Board of Health Toronto Urban Health Fund Review Panel

Board of Management of the Toronto Zoo

Budget Committee

Budget Subcommittee for City Hall and Scarborough Civic Centre Consultation

Budget Subcommittee for Etobicoke and North York Civic Centres Consultation

City-School Boards Advisory Committee

Compliance Audit Committee

Debenture Committee

Disability Issues Committee

Employee and Labour Relations Committee

Film, Television and Commercial Production Industry Committee (Film Board)

Forest Hill, Leaside and North Toronto Arena Nominating Panel

French Language Advisory Committee

George Bell Arena Nominating Panel

Graffiti Panel

Interview Subcommittee for Board of Health

Interview Subcommittee for Toronto Parking Authority

Interview Subcommittee for Toronto Police Services Board

Interview Subcommittee for Toronto Port Authority

Interview Subcommittee for Toronto Public Library Board

Interview Subcommittee for Toronto Transit Commission

Interview Subcommittee for Toronto Zoo Board

McCormick and Bill Bolton Arena Nominating Panel

Members of the Toronto Atmospheric Fund

Moss Park and Ted Reeve Arena Nominating Panel

Nominating Panel - City Theatres

Nominating Panel - Committee of Adjustment

Nominating Panel - Corporations

Nominating Panel - Environmental

Nominating Panel - Facilities and Finance

Nominating Panel - Tribunals

Parks and Environment Subcommittee on Climate Change Mitigation and Adaptation

Property Standards - Etobicoke York Panel

Property Standards - North York Panel

Property Standards - Scarborough Panel

Property Standards - Toronto and East York Panel

Sign Variance Committee

Tenant Issues Committee

Toronto Music Industry Advisory Council

Toronto Preservation Board

TORONTO AGENCIES AND CORPORATIONS

Agencies

Service Agencies

- Board of Directors of the Sony Centre for the Performing Arts (Board of Directors of the Hummingbird Centre for the Performing Arts)
- Board of Governors of Exhibition Place
- Board of Health
- Board of Management of the St. Lawrence Centre
- Board of Management of the Toronto Zoo
- Heritage Toronto
- Toronto Atmospheric Fund
- Toronto Centre for the Arts (North York Performing Arts Centre Corporation)
- Toronto Parking Authority
- Toronto Police Services Board
- Toronto Public Library Board
- Toronto Transit Commission
- Yonge-Dundas Square Board of Management

Community-Based:

- **78 Business Improvement Area (BIA) Boards of Management**
- **Arena Boards of Management:**
  - George Bell Arena
  - Larry Grossman Forest Hill Memorial Arena
  - Leaside Memorial Community Gardens Arena
  - McCormick Playground Arena
  - Moss Park Arena
  - North Toronto Memorial Arena
  - Ted Reeve Community Arena
  - William H. Bolton Arena
- **Community Centre Boards of Management:**
  - 519 Church Street Community Centre
  - Applegrove Community Complex
  - Cecil Street Community Centre
  - Central Eglinton Community Centre
  - Community Centre 55
  - Eastview Neighbourhood Community Centre
  - Harbourfront Community Centre
  - Ralph Thornton Community Centre
  - Scadding Court Community Centre
  - Swansea Town Hall Community Centre

Quasi-Judicial & Adjudicative Boards

- Committee of Adjustment
- Committee of Revision
- Compliance Audit Committee
- Property Standards Committee / Fence Viewers
- Rooming House Licensing Commissioner [2]
- Sign Variance Committee
- Toronto Licensing Tribunal
- Local Appeal Board

Partnered Agency

- Toronto and Region Conservation Authority

Corporations

City Corporations [1]

- Build Toronto Inc.
- Casa Loma Corporation
- Invest Toronto Inc.
- Lakeshore Arena Corporation
- Toronto Community Housing Corporation
- Toronto Hydro Corporation
- Toronto Port Lands Company (Toronto Economic Development Corporation)

Partnered Corporations

- Toronto Pan Am Sports Centre Inc. [1]
- Waterfront Toronto (Toronto Waterfront Revitalization Corporation)

Notes:

1. Corporations established under the Business Corporations Act (Ontario).
2. Rooming House Licensing Commissioner and Deputy are Officers, rather than an agency of the City, but in all other respects function as a quasi-judicial and adjudicative board.

PROFILE ON TORONTO

Toronto in World Rankings

Toronto is one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports. In addition to securing its position on the world stage, Toronto's rankings confirm that it continues to offer a high quality of life for about 2.8 million residents who choose to live and work here.

- **Best Place to Live – Economist Intelligence Unit,**

The Economist

According to the Economist Intelligence Unit, the City of Toronto is the best place to live among 50 global cities included in the study. The survey evaluated safety, liveability, cost of living, business environment, democracy and global food security.

- **Most Competitive, Sustainable and Livable Metropolis**

PwC

PwC in conjunction with the Asia-Pacific Economic Cooperation (APEC), named Toronto the best city among 28 global cities in the Asia Pacific region to live and do business. The ranking was based on 39 indicators grouped under five themes, including culture & social health, connectivity, health & welfare, environmental sustainability and economics.

- **Most Livable City**

Metropolis Magazine

Architecture and design trade publication, Metropolis Magazine, named Toronto as the most livable city in the world, based on rankings completed by a team of experts in urban planning and architecture. The rankings were based on criterial related to smart infrastructure, walkability and preservation.

- **Best Economy for Young People**

Youth Economic Strategy Index -- Citi Foundation/Economist Intelligence Unit

According to a study done by the Economist Intelligence Unit, Toronto is the best economic environment for young people. The Index, based on 31 economic indicators, evaluates economic drivers and enablers in 35 cities across the world under four themes, including government support, employment & entrepreneurship, education & training and human & social capital.

- **Second Most High-Rise Buildings Under Construction in North America –**

Emporis.com

According to Emporis, a global provider of building information, Toronto continues to rank high in their survey of cities with the most high-rise buildings under construction in North America, with a second place ranking next to top ranked New York City and third ranked Houston.

- **Best City to Invest in Real Estate in the Long Term (Most Resilient City)**

Grosvenor Group

According to Grosvenor Group, a U.K.-based real estate developer, the City of Toronto is the best bet for long-term investment in real estate according to their global resiliency ranking of 50 global cities. In fact, Canadian cities (Toronto, Vancouver and Calgary) were ranked as the top three cities based on a combination of low vulnerability and high adaptive capacity. Also according to the research, Canadian cities are well governed and well planned.

- **Most Tax-Competitive Major Global City**

KPMG

According to KPMG, in a report entitled "Competitive Alternatives 2014: Focus on Tax", Toronto ranked first overall among 51 major international cities studied. The study assessed tax competitiveness by comparing various tax rates in each location including: corporate income tax, property taxes, capital taxes, sales taxes, miscellaneous local business taxes and statutory labour costs.

City of Toronto, GTA and CMA

The City of Toronto is Canada's largest city with a population of 2.8 million residents. It is the heart of a large urban agglomeration of 6.4 million called the Greater Toronto Area (GTA)[1]. The City has one of the most ethnically diverse populations in North America. Almost one in four visible minority persons in Canada resides in Toronto. Nearly half of the city's population (47%) considers itself as part of a visible minority group.

The City of Toronto, with 89,000 businesses, is the major economic engine of the country. The City is both the political capital of the Province of Ontario and the corporate capital of Canada. As well, it is the major centre for culture, entertainment and finance in the country. The City is the home to more national and internationally ranked companies than any other city in Canada.

The GTA is one of the largest regional economies in North America, characterized by concentrated and fast-growing finance-related industries and highly specialized knowledge-based jobs. An estimated $317 billion of goods and services (2007$s) are produced in the Toronto Census Metropolitan Area (CMA[2]) according to the Conference Board of Canada. The City of Toronto accounts for approximately half of this total.

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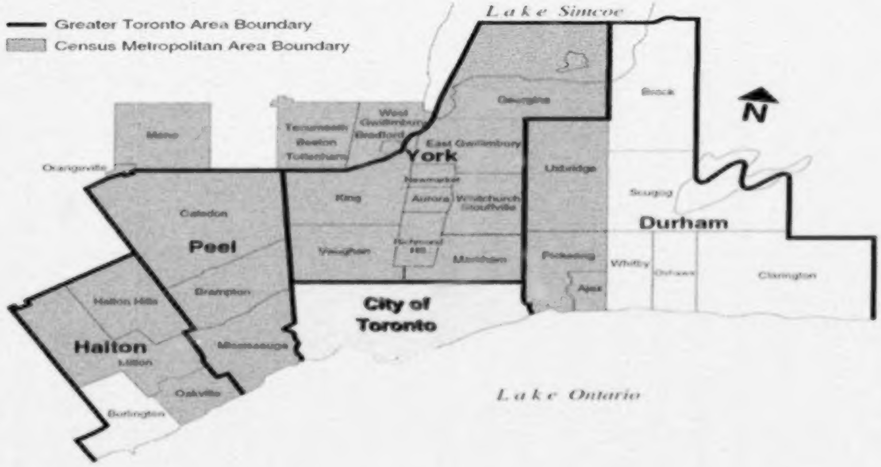
[1] Greater Toronto Area (GTA) refers to the City of Toronto plus the surrounding regions of Durham, York, Peel and Halton which include four upper tier and 24 lower tier municipalities.

[2] Toronto CMA (Census Metropolitan Area) refers to the municipalities assigned by Statistics Canada on the basis of labour market and commuting criteria. It comprises the City of Toronto and 23 other municipalities.

City of Toronto, GTA and CMA


Greater Toronto Area Boundary
Census Metropolitan Area Boundary
Lake Simcoe
Lake Ontario
N
York
Peel
Halton
Durham
City of Toronto
Mono
Orangeville
Tecumseth
Beeton
Tottenham
West Gwillimbury
Bradford
East Gwillimbury
Georgina
Newmarket
Aurora
Whitchurch Stouffville
King
Vaughan
Richmond Hill
Markham
Uxbridge
Pickering
Ajax
Brock
Scugog
Whitby
Oshawa
Clarington
Caledon
Brampton
Mississauga
Halton Hills
Milton
Oakville
Burlington

In addition to the modern network of highways and transcontinental railway lines that traverse the City of Toronto, local businesses are also well served by two airports: Pearson International Airport, the largest in Canada and Billy Bishop Toronto City Airport which is located near the downtown core. Union Station, the City's central, multimodal transportation hub is the busiest, multimodal, passenger transportation hub in Canada, serving a quarter-million people daily. It is connected to numerous methods of travel, including subway, commuter rail, commuter bus, passenger rail and bicycle. Union Station is undergoing a major revitalization to improve the quality and capacity of pedestrian movement, restore heritage elements and to transform Union Station into a major destination for shopping, dining and visiting. The revitalization Project is expected to be completed in 2016.

Key Employment Sectors

Toronto has one of the most diverse economies in North America and provides companies with an equally rich mix of partners, suppliers and talented professionals to meet the demands of business today.

The Financial Services sector is emerging as the one of Toronto's highest growth industries with a large and highly concentrated workforce. The Toronto region is home to the functional head offices of the five major banks in Canada and the majority of foreign banks/subsidiaries/branches in Canada. Toronto was ranked 8th of 84 cities in the 2015 Global Financial Centres Index. According to a November 2015 Conference Board of Canada report, Toronto's financial services sector directly employs over 250,000 people in Toronto and is home to 30% of all financial services headquarters in Canada. Also, according to the report, the share of financial services employment in the metro Toronto area has risen from 28.2% in 2004 to 32.3% in 2014.

As part of the health sector, the biomedical and biotechnology cluster in Toronto is the fourth largest in North America. The Discovery District is a downtown research park with 7 million square feet of facilities — Canada's largest concentration of research institutes, business incubators and business support services. The Medical and Related Sciences (MaRS) project, the Faculty of Pharmacy building at the University of Toronto, and the Centre for Cellular and Biomolecular Research (CCBR) help give the Discovery District its name. According to BIOTECanada, the national industry association for Biotechnology, Canada is the second largest nation in the world for biotechnology. The Toronto/Ontario cluster is the largest in the country with 163 companies. Toronto is also home to 55% of Canada's pharmaceutical companies.

Continued investment in the Arts, Entertainment and Recreation sector is vitally important for the attraction of tourists and film production to the City. Toronto has undergone a 'cultural renaissance' with the unprecedented building and architectural transformation of close to a dozen major arts and cultural institutions, including the Michael Lee-Chin Crystal (an expansion of the Royal Ontario Museum), the Art Gallery of Ontario, the new home of the Toronto International Film Festival, the Four Seasons Centre for the Performing Arts which is the new home of the National Ballet of Canada and the Canadian Opera Company, and the Gardiner Museum of Ceramic Art. In fall 2013, Ripley's Aquarium of Canada opened its doors as a major new tourist attraction in City featuring 450 species of more than 15,000 fish. The production of domestic and foreign film and television is a major local industry. Toronto contains the headquarters of the major English language Canadian television networks such as CBC, CTV, Citytv and Global. Toronto is home to two national daily newspapers (Globe and Mail and National Post), two local daily newspapers (Toronto Star and Toronto Sun), approximately 79 ethnic newspapers/magazines, and many other community papers.

The technology cluster in the Toronto CMA is the largest in Canada and third largest in North America, behind San Francisco and New York, employing over 200,000 people at more than 14,600 technology companies. Of the top 250 technology companies, 40% are based in Toronto Region. Toronto has a vibrant web start-up scene and growing mobile application development community. Google Canada recently opened offices on Richmond Street, in the heart of the downtown core, showing a commitment to Toronto's technology sector. Likewise, three of the world's largest social networking sites - LinkedIn, Facebook Canada and Twitter Canada also established their head offices in Toronto.

The backbone of the technology sector in the Toronto CMA is its telecommunication infrastructure. Home to two of the three largest telecommunications companies in Canada as well as to smaller service providers, Toronto is connected by sophisticated high speed networks. A critical mass of talent and growing number of experienced developers has also helped Toronto become a successful mobile application development hub. Mobile development camps, incubators for mobile start-ups, and investments in Toronto mobile firm mean that mobile companies continue to thrive here.

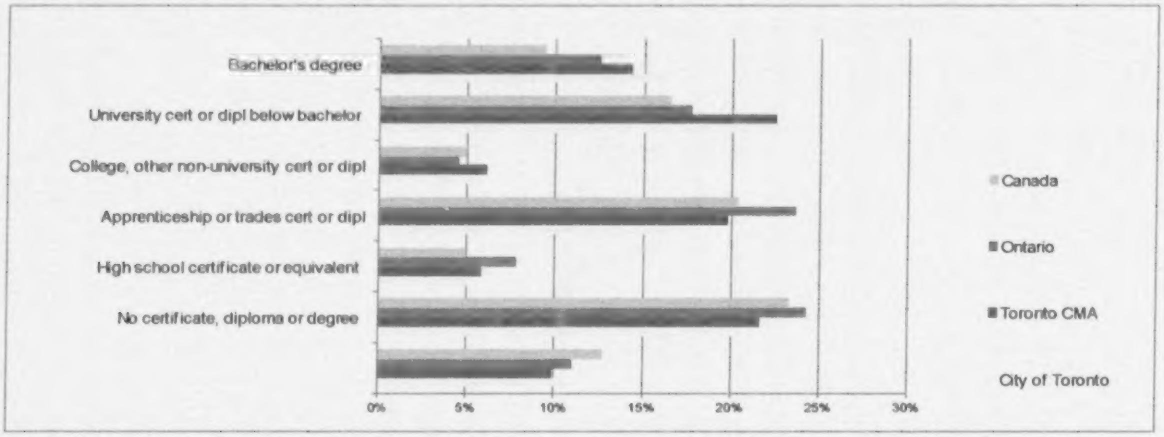
One significant trend is that employment in the manufacturing industry in the city, though still one of the largest sectors, declined at an average annual rate of 4.3% from

2001 to 2011. By 2011, the number of employed people in the Manufacturing industry was less than 2/3 of what it was in 2001.

Workforce

Toronto has a large educated, skilled and multilingual workforce. Toronto is the home to four universities (University of Toronto, York University, Ryerson University, and Ontario College of Art and Design), and four community colleges (Centennial, Seneca, Humber and George Brown). More than 60% of Toronto workers have post-secondary degrees, diplomas or certificates.

Population Aged 25 – 64 By Education

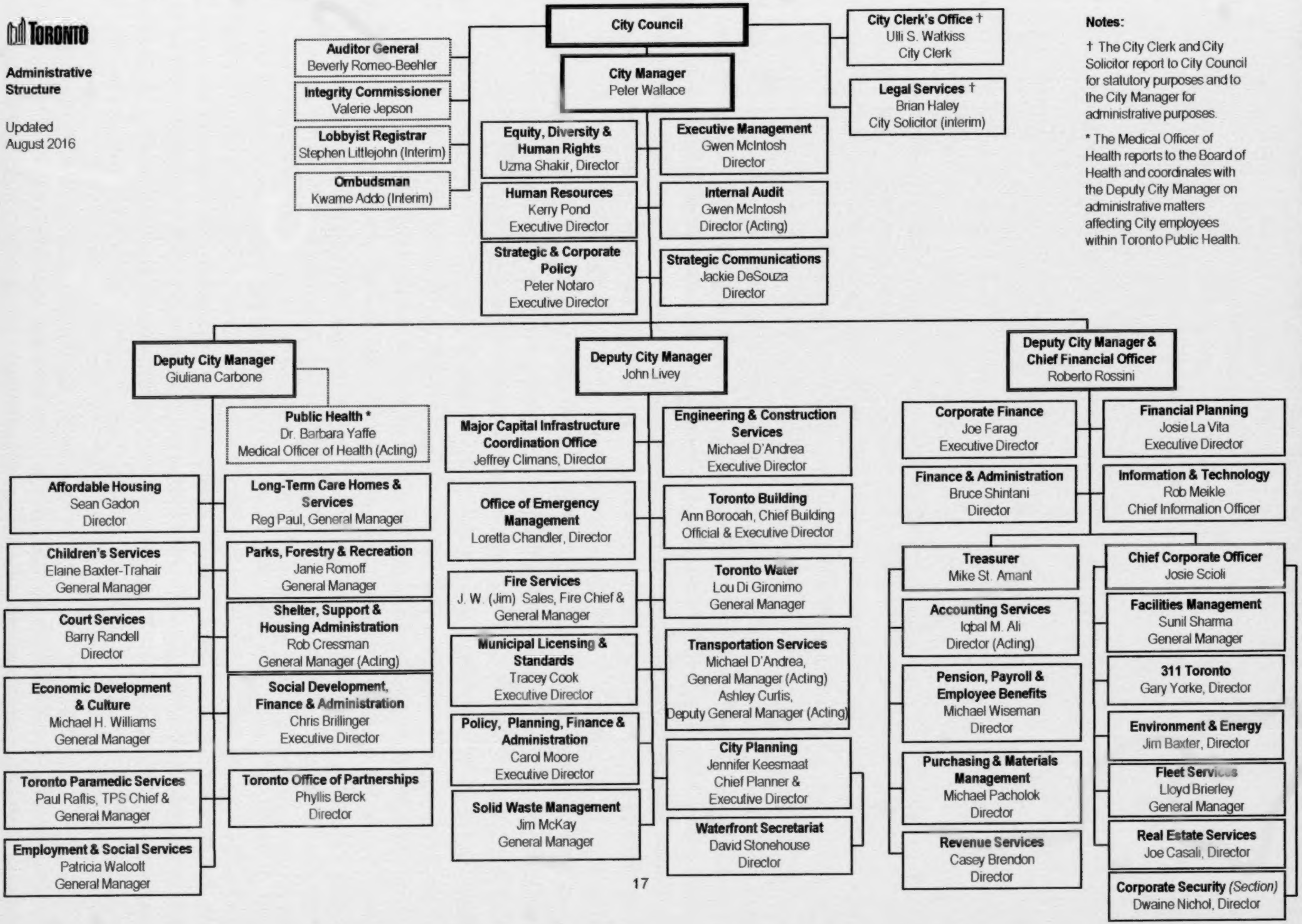


With an estimated 1.55 million people working in the City of Toronto, it continues to be a net importer of labour from the surrounding regions. The net inflow of people to the city is estimated to be over two hundred thousand people every day. However the surrounding regions are changing rapidly in that they are experiencing growth in manufacturing and other types of employment and thus transforming themselves from residential suburbs to employment destinations. The rest of the GTA has now also become a net importer of labour from the surrounding regions beyond the GTA.

TORONTO

Administrative Structure

Updated
August 2016



- **City Council**
  - **Auditor General** – Beverly Romeo-Beehler
  - **Integrity Commissioner** – Valerie Jepson
  - **Lobbyist Registrar** – Stephen Littlejohn (Interim)
  - **Ombudsman** – Kwame Addo (Interim)
  - **City Clerk's Office †** – Ulli S. Watkiss, City Clerk
  - **Legal Services †** – Brian Haley, City Solicitor (interim)
  - **City Manager** – Peter Wallace
    - **Equity, Diversity & Human Rights** – Uzma Shakir, Director
    - **Human Resources** – Kerry Pond, Executive Director
    - **Strategic & Corporate Policy** – Peter Notaro, Executive Director
    - **Executive Management** – Gwen McIntosh, Director
    - **Internal Audit** – Gwen McIntosh, Director (Acting)
    - **Strategic Communications** – Jackie DeSouza, Director
    - **Deputy City Manager** – Giuliana Carbone
      - **Public Health *** – Dr. Barbara Yaffe, Medical Officer of Health (Acting)
      - **Affordable Housing** – Sean Gadon, Director
      - **Children's Services** – Elaine Baxter-Trahair, General Manager
      - **Court Services** – Barry Randell, Director
      - **Economic Development & Culture** – Michael H. Williams, General Manager
      - **Toronto Paramedic Services** – Paul Raftis, TPS Chief & General Manager
      - **Employment & Social Services** – Patricia Walcott, General Manager
      - **Long-Term Care Homes & Services** – Reg Paul, General Manager
      - **Parks, Forestry & Recreation** – Janie Romoff, General Manager
      - **Shelter, Support & Housing Administration** – Rob Cressman, General Manager (Acting)
      - **Social Development, Finance & Administration** – Chris Brillinger, Executive Director
      - **Toronto Office of Partnerships** – Phyllis Berck, Director
    - **Deputy City Manager** – John Livey
      - **Major Capital Infrastructure Coordination Office** – Jeffrey Climans, Director
      - **Office of Emergency Management** – Loretta Chandler, Director
      - **Fire Services** – J. W. (Jim) Sales, Fire Chief & General Manager
      - **Municipal Licensing & Standards** – Tracey Cook, Executive Director
      - **Policy, Planning, Finance & Administration** – Carol Moore, Executive Director
      - **Solid Waste Management** – Jim McKay, General Manager
      - **Engineering & Construction Services** – Michael D'Andrea, Executive Director
      - **Toronto Building** – Ann Borooah, Chief Building Official & Executive Director
      - **Toronto Water** – Lou Di Gironimo, General Manager
      - **Transportation Services** – Michael D'Andrea, General Manager (Acting); Ashley Curtis, Deputy General Manager (Acting)
      - **City Planning** – Jennifer Keesmaat, Chief Planner & Executive Director
        - **Waterfront Secretariat** – David Stonehouse, Director
    - **Deputy City Manager & Chief Financial Officer** – Roberto Rossini
      - **Corporate Finance** – Joe Farag, Executive Director
      - **Finance & Administration** – Bruce Shintani, Director
      - **Financial Planning** – Josie La Vita, Executive Director
      - **Information & Technology** – Rob Meikle, Chief Information Officer
      - **Treasurer** – Mike St. Amant
        - **Accounting Services** – Iqbal M. Ali, Director (Acting)
        - **Pension, Payroll & Employee Benefits** – Michael Wiseman, Director
        - **Purchasing & Materials Management** – Michael Pacholok, Director
        - **Revenue Services** – Casey Brendon, Director
      - **Chief Corporate Officer** – Josie Scioli
        - **Facilities Management** – Sunil Sharma, General Manager
        - **311 Toronto** – Gary Yorke, Director
        - **Environment & Energy** – Jim Baxter, Director
        - **Fleet Services** – Lloyd Brierley, General Manager
        - **Real Estate Services** – Joe Casali, Director
        - **Corporate Security** *(Section)* – Dwaine Nichol, Director

Notes:

† The City Clerk and City Solicitor report to City Council for statutory purposes and to the City Manager for administrative purposes.

* The Medical Officer of Health reports to the Board of Health and coordinates with the Deputy City Manager on administrative matters affecting City employees within Toronto Public Health.

Economic Growth

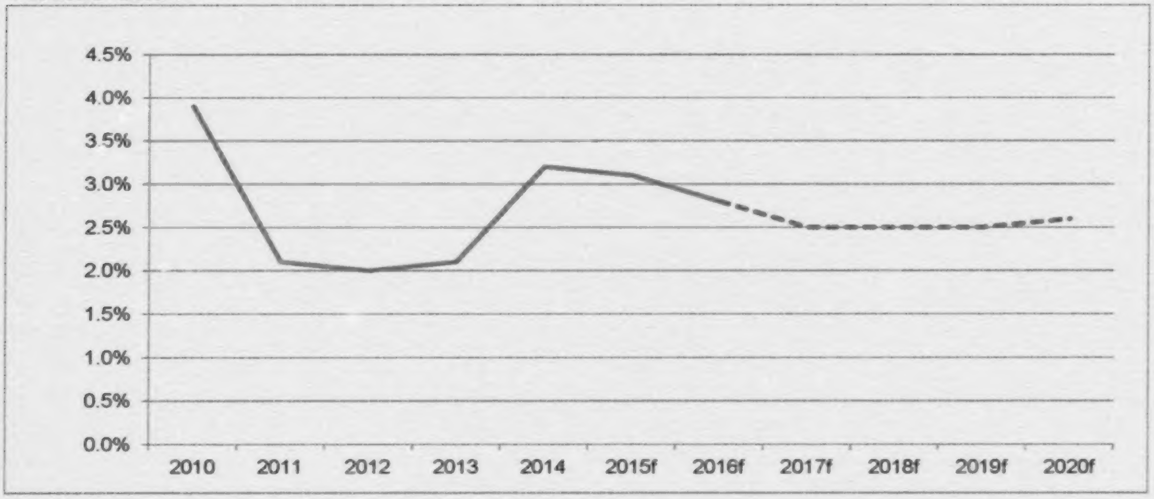
The Canadian economy is expected to grow at a slow pace in 2016, held back by the prolonged slump in the energy sector but also by weak consumer spending. Canada's real GDP is forecasted to grow by a moderate 1.7% in 2016 and then inch upward to 2.3% growth in 2017 and 2.2% growth in 2018 before settling back to 2.0% growth in 2019 and 2020.

Ontario is expected to benefit from a growing U.S. economy and a low Canadian dollar which is helping to boost export growth. The Conference Board is forecasting that Ontario's real GDP will grow by 2.4% in 2016, before returning to moderate economic growth of 2.1% from 2017 to 2019. A bounce-back in economic strength is expected in 2020 with 2.4% GDP growth anticipated.

In the City of Toronto, the outlook for the non-residential construction sector remains bright as a large number of office building construction and transit expansion projects will continue to keep the construction industry busy. In particular, the Toronto-York Spadina Subway line extension and Eglinton Crosstown, Finch West and Sheppard East LRT lines are large transit projects that will continue to support the local construction industry. As the following chart illustrates, the Conference Board is forecasting that Toronto CMA is expected to encounter growth of 2.8% real GDP growth in 2016, 2.5% growth from 2017-2019 and 2.6% growth in 2020. The higher economic growth in the forecast period is supported by an expectation for strong growth in the service sector, including finance, insurance, real estate and personal services industries.

GDP Growth Rate

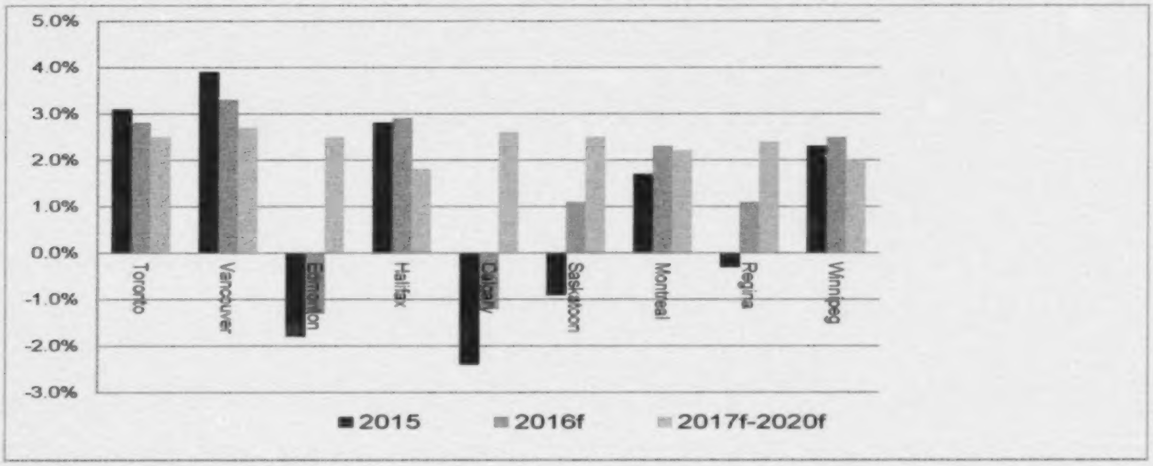
Toronto CMA



Real GDP Growth

Major Canadian Cities (CMAs)

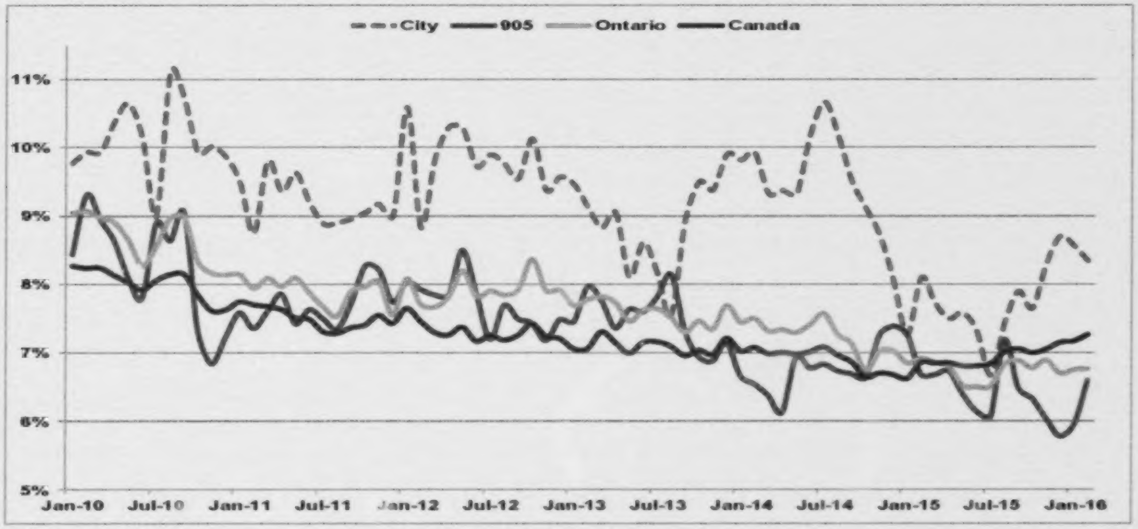
The following chart compares the economic growth of major Canadian city-regions (CMAs). Toronto is expected to have healthy growth through the forecast period.



Unemployment Rate

Within the Toronto region, the City and the rest of the CMA region ("905") exhibited different economic growth patterns. In the City, job losses during the recession coupled with decreased participation rates led the city's unemployment rate to average 10% in 2009 and 2010, a level not seen since the early/mid-1990s. Despite having emerged from the recession the City of Toronto's unemployment rate remained stubbornly high until the final quarter of 2014 when the unemployment rate started to decline steadily to reach a low of 7.1% unemployment rate (Seasonally adjusted 3-month average) by August 2015. Since then, the City's unemployment rate moved slowly upward, reaching 8.5% in February 2016.

Unemployment Rate Trend – 2008 to 2016
City of Toronto, 905 Municipalities, Ontario and Canada

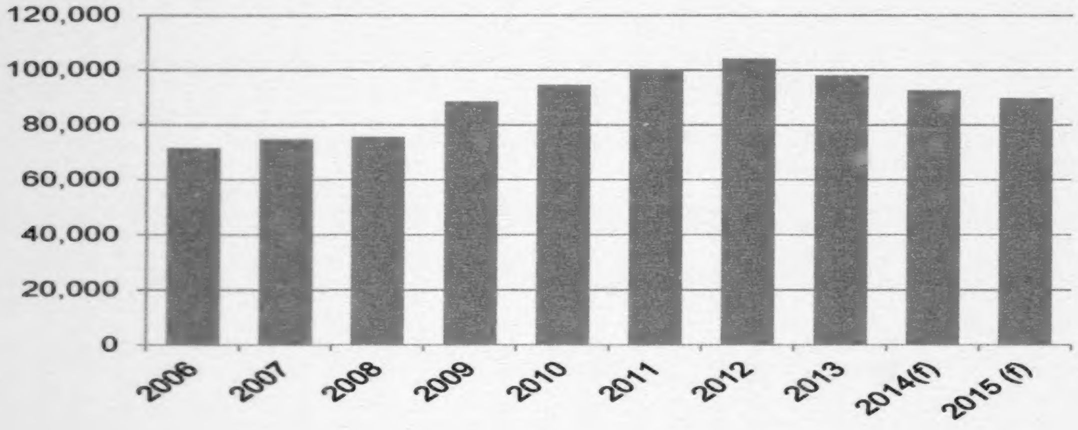


Social Assistance Caseload

The number of cases and people on social assistance are largely associated with unemployment rate, and to a certain extent, population and participation rate. The City's Social Assistance (Ontario Works) caseload has followed a similar historical trend as its unemployment rate (although lagging by anywhere from 6 to 12 months). Since 2006, the average monthly caseload has risen from approximately 72,000 average monthly cases to a peak of approximately 104,000 average monthly cases in 2012, before dropping back as a result of improved employment conditions to approximately 90,000 average monthly cases in 2015.

Social Assistance Caseload

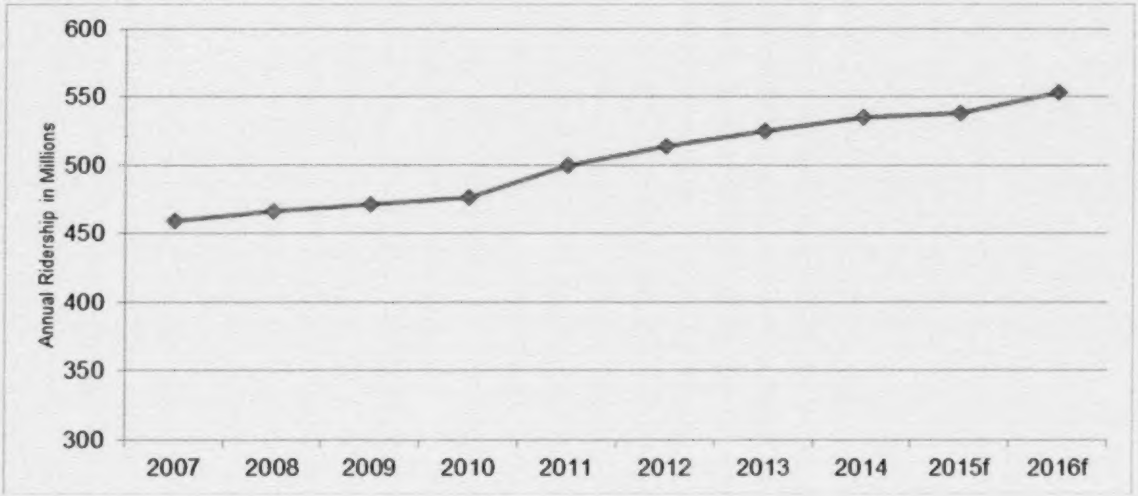
Average Monthly Caseload 2006 to 2015



Transit Ridership

Transit ridership continued its upward trend with a record 535 million riders in 2014 and slightly higher ridership of 538 million anticipated for 2015. While the Toronto Transit Commission ("TTC") budgeted 553 million riders for 2016, early ridership results in 2016 were below expectation. Management are currently reviewing actions that could be taken to mitigate to get ridership numbers back on target. The impact of low gasoline prices and ridesharing were identified as contributors to the declining ridership performance in 2016 to-date.

Transit Ridership



PERFORMANCE MEASUREMENT AND BENCHMARKING INITIATIVES

When examining Toronto's service delivery performance, it is important to consider that municipal property taxes represent approximately 9 per cent of the total taxes, in all forms, paid annually by an average Ontario family to all three orders of government. These various forms of taxes include income taxes, consumption taxes such as the GST and PST, and embedded taxes, which are included in the price of gasoline, liquor and tobacco. The discussion on Toronto's performance is focussed on how Toronto utilizes its 9 per cent share of the total tax dollar, as well as what the City is doing to further improve the efficiency and effectiveness of operations.

Toronto's annual Performance Measurement and Benchmarking Report (PMBR) is based on data from the Ontario Municipal Benchmarking Initiative (OMBI). The City of Toronto builds on OMBI data to compare to 15 other national municipalities and reflect on the City of Toronto's historical trends. The PMBR includes:

- Over 400 service/activity level indicators and performance measurement results for 36 service areas.
- Over ten years of Toronto's historical data to examine short and long term internal trends, as well as results compared externally to 13 other Canadian municipalities (ranked by quartile)
- Web links where similar neighbourhood-based data for Toronto are available through Wellbeing Toronto to complement the city-wide information in the report.
- A listing of initiatives completed in 2014 or planned for 2015 that will contribute to improving customer service, efficiency and effectiveness of services, and quality of life for residents.
- Results from various international rankings and reports issued by external organizations comparing Toronto to other international cities.

By examining our own operations and working with other municipalities through OMBI, these processes encourage Toronto's service areas to continuously look for opportunities to improve operations and performance.

Summary of Toronto's Performance Measurement & Benchmarking Results

Toronto is unique among Canadian municipalities because of its size and role as Ontario's and Canada's economic engine. It is also the centre of Ontario's business, culture, entertainment, sporting and provincial and international governance activities. Therefore, the most accurate comparison for Toronto is to examine its own year-over-year performance and longer term historical trends.

Despite the unique characteristics of Toronto, including a higher population density, there is value in comparing performance measurement results to other municipalities as it assists in understanding how well Toronto is doing. Through the OMBI partnership, performance measurement results are shared between municipalities and are included in Toronto's own Benchmarking Report. Toronto's results are ranked and placed in quartiles relative to the other participating municipalities.

Internal Trends – Service/Activity Level Indicators

Of the 50 service/activity level indicators included in the Benchmarking Report, 90 per cent of results remained stable or increased in relation to the previous year. Examples of some of the areas in which Toronto's service levels or levels of activity have increased or remained stable in 2013 include:

- More building permits issued
- Increased library holdings
- More park land and trails added
- More registered sports and recreation programming were offered
- More transit vehicle hours were provided

Internal Trends – Performance Measures

Of the 177 performance measurement results, of efficiency, customer service and community impact included in the Benchmarking Report, 62 per cent had results that were either improved or remained stable relative to previous years.

Examples of areas in which Toronto's performance indicators improved include:

- Higher number of invoices processed by staff
- Increased commercial/industrial construction values
- Decrease in time to resolve a property standards complaint
- High rate of satisfaction with the services received from Court Service
- Increase in the number of green vehicles
- Decreased crime rates in all crime categories
- Reduction of fire-related injuries and fatalities
- Increased public transit usage

External Comparisons – Service/Activity Level Indicators

Of the 54 service/activity level indicators in the Benchmarking Report, Toronto's results were higher than the median of the OMBI municipalities for 69 per cent of the indicators. Examples from the Report where Toronto's size and higher population density require higher service levels include the:

- Highest rate of library holdings
- Highest rate of social housing units
- Highest rate of transit vehicle hours provided

Examples in the Report where results are lower than other municipalities (in terms of levels of service) can often be explained by the population density in Toronto. Compared to other municipalities, Toronto has a high population density (persons per square kilometre). Municipalities with higher densities have a larger number of people that can make use of a single service, because it is convenient for them to access this service. In contrast, municipalities with lower densities require more service locations to make it convenient to access these services. For example, Toronto ranks lower in number of library hours per capita, because municipalities with low population densities require more library branches, and hence, more service hours, so that service can be provided within a reasonable distance of its residents.

External Comparisons – Performance Measures

Of the 148 performance measures of efficiency, customer service and community impact in the Benchmarking Report, Toronto's results are higher than the median of the OMBI municipalities for 49 per cent of the indicators. Examples where Toronto has the top/best result of the OMBI municipalities include:

- Highest rate of commercial/industrial construction values per capita
- Highest rate of library uses per capita
- Lowest cost of governance and corporate management
- Highest percentage of paved lanes rated as good/very good
- Highest rate of transit trips per capita

Toronto in international rankings and reports

Toronto is one of the most liveable and competitive cities in the world as demonstrated by various international rankings and reports issued by external organizations. In addition to securing its position on the world stage, Toronto's rankings confirm that it continues to offer a high quality of life for the 2.8 million residents who live and work here. These comparative ranking reports must be reviewed critically, as the methodologies and data sources used are not always provided in the supporting documents. The highlights of some of the rankings are provided in the section below. More information is available from www.toronto.ca/progress/world_rankings.htm.

Toronto ranks 15th in the Mercer Quality of Living survey: 2016

The 2016 Mercer Quality of Living Survey ranked Toronto in the top 20 global livable cities worldwide. The annual survey evaluated 230 cities, and assessed conditions related to the quality of living. The ten categories in the report include political, social, economic, medical, education, public services and transportation, recreation, consumer goods, housing, natural environment. Toronto tied with Melbourne in the ranking, but came ahead of other cities such as London, Paris, and New York.

Toronto ranks 4th in the world in global competitiveness: 2016

Toronto ranks 4th worldwide among 29 cities over 2 million population, up one spot from the previous published results. The KPMG Competitive Alternative study found that Toronto offers one of the world's most cost effective business and investment climates. Some of the categories that contributed to Toronto's results include high ratings in the emerging industries sector such as digital, research and development and corporate services.

Toronto in the Top 10 most Influential Financial Centres: 2016

Toronto is the 10th most influential financial centre out of a total of 86 published results of global financial centres, according to the Global Financial Centres Index (GFCI19). The five categories of competitiveness used to determine a city's ranking include business environment, financial sector development, infrastructure, human capital and reputation.

The Economist Ranked Toronto the Best Place to Live: 2015

Toronto ranked as the best place to live according to the Economist Intelligence Unit, a unit of the Economist magazine. The study included 50 global cities and combined the results of the 2015 Safe Cities Index, along with past rankings based on liveability and cost of living. Cities were also evaluated according to their country's ranking on business environment, democracy and global food security. Combined, the Index of Indexes places Toronto as the world's best place to live.

Toronto Board of Trade ranked Toronto 5th on their annual Scorecard on Prosperity: 2015

The Toronto Region Board of Trade released the seventh edition of its Scorecard on Prosperity, comparing Toronto's regional economy to 23 other global metropolitan areas. Toronto's results remain strong in the area of labour attractiveness and livability, but slipped down in the category of economy.

Toronto is the World's Most Livable City according to Metropolis Magazine: 2015

The architecture and design trade publication, Metropolis Magazine, announced that Toronto is the most livable city in the world. A team of experts in urban planning and architecture based their rankings on categories related to smart infrastructure, walkability and preservation, and highlighted some of Toronto's unique initiatives, including Toronto Tower Renewal and Waterfront Toronto.

The World Council on City Data (WCCD) and ISO-37120 indicators

In addition to the benchmarking and performance initiatives described in the sections above, there is also a need to complement existing benchmarking work within Canada by comparing Toronto's results to other global cities. Toronto, in partnership with the Global Cities Indicator Facility based at the University of Toronto, is a member of the World Council on City Data (WCCD).WCCD, in partnership with the International Organization for Standardization recently released a new International Standard for city indicators called ISO-37120. The availability of reliable and comparable indicator data as a result of the ISO-37120 certification process has afforded Toronto the opportunity to work with other global cities, to compare, share and learn from each other on different approaches to urban issues, including gridlock, adequate city revenue tools, aging infrastructure, air quality, aging populations, youth unemployment, public safety and social inequity. As of May 2016, the WCCD cities that are now certified with ISO-37120 designation, and have published their results, include:

Amman, Jordan
Amsterdam, Netherlands
Barcelona, Spain
Boston, USA
Bogotá, Colombia
Buenos Aires, Argentina
Dubai, UAE
Guadalajara, México
Haiphong, Vietnam
Helsinki, Finland
Johannesburg, South Africa
León, México
London, UK
Los Angeles, USA
Makkah, Saudi Arabia
Makati, Philippines
Melbourne, Australia
Greater Melbourne, Australia
Minna, Nigeria
Rotterdam, Netherlands
Shanghai, China
Toronto, Canada
Valencia, Spain
Vaughan, Canada
Porto, Portugal
Shawinigan, Canada
Taipei City, Taiwan

In addition, many global cities are currently in the certification process including San Diego (USA), Monterrey (Mexico), Brisbane (Australia) and Brussels (Belgium). The indicators currently identified by ISO-37120 cover a total of 100 indicators across a range of themes relating to quality of life indicators, as well as indicators on service levels and the outcomes or impacts that these services have on residents. The responsibility of city governments under these theme areas can vary from one country to another, as well as within a country. Federal and Provincial or State governments can play an important role in the outcomes in many of these theme areas.

Using the ISO standardized city indicators provides cities with a common language and standardized technical definitions in measuring city performance, as well as a global framework for third party verification of city data. International standardization of city data is a vital aspect in ensuring reliable data. It enables a foundation for meaningful comparisons and conversations among global cities. Comparable data supports more informed and fact-based decision making on urban issues that are important to residents, and will enable cities to share better practices in order to become more sustainable and prosperous.

WCCD data from Toronto, and other participating cities is available at www.dataforcities.org.The Open Data Portal allows Toronto to compare its results relative to other certified cities.

Toronto Progress Portal

The Toronto Progress Portal (http://www.toronto.ca/progress) is an initiative intended to consolidate, in one location, multiple sets of performance and indicator data and other information. It allows users to better understand how Toronto is progressing over multiple dimensions. The first phase of the Progress Portal has launched, but will continue to evolve in the future. The Progress Portal includes information or links to items such as:

- Service delivery performance
- Dashboard that describe the social and economic conditions for Toronto
- Toronto in world rankings done by third parties
- Neighbourhood level indicators (Wellbeing Toronto)
- Awards won by the City
- Customer Service Standards

The first phase of Toronto's Progress Portal, Toronto's Dashboard, has launched, and the next phase continues to promote a culture of continuous improvements.

Balancing the optimal combination of efficiency and customer service/community impact requires ongoing commitment. City staff are responsible for the efficient delivery of services, while considering the highest customer service and/or positive impact on the community as possible. At the same time, the City adheres to the financial resources and associated service levels and/standards approved by Council. An isolated focus on efficiency may have an adverse effect on customer service or community impact; and vice versa.

The Toronto Progress Portal measures its performance to identify where the City is doing well and where more effort or new approaches are needed. This knowledge strengthens the City's accountability and enhances transparency for everyone.

For additional information on the City of Toronto's progress please visit our website at www.toronto.ca/progress

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An Integrated Framework for Planning and Performance

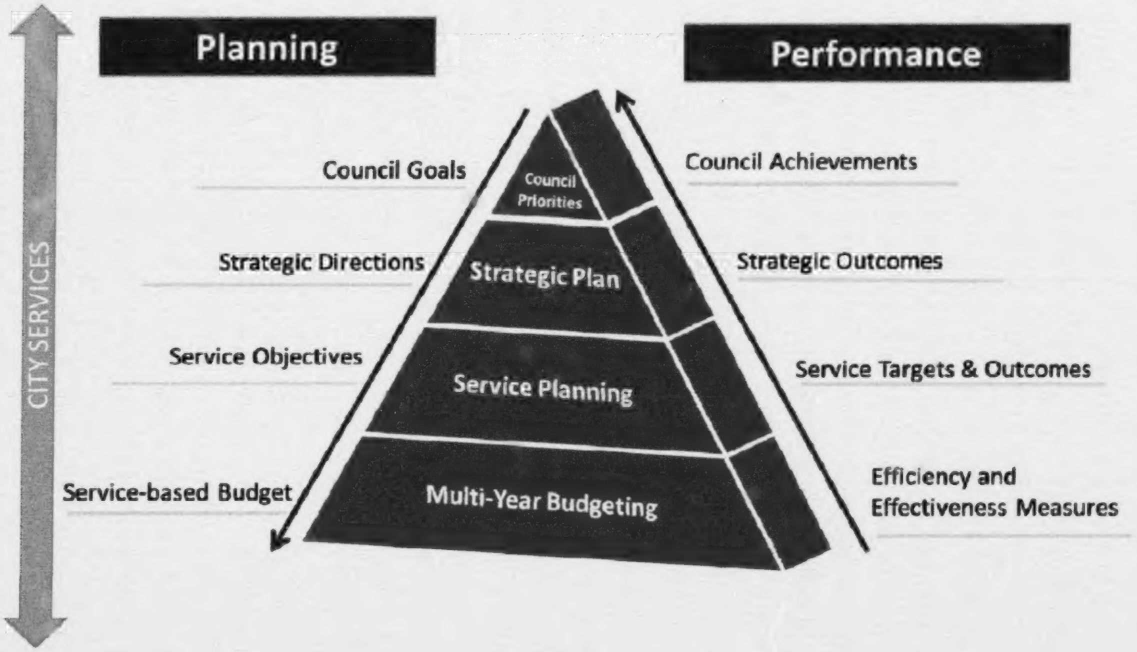
Overview

The City employs an integrated planning and performance framework that incorporates leading practices. The framework is built upon a multi-year approach designed on the best practice of linking long term service and financial planning, priority setting, performance monitoring, evaluation and reporting based on the services the City delivers. This framework, illustrated below, allows the City to ensure the effectiveness and efficiency of services that respond to public needs, while improving accountability and transparency.

Through this approach, the City has achieved major strides in providing a common model that the entire organization can follow, as well as communicate to everyone what is important. It also helps to create the right balance between what the organization can afford to do versus what the organization would like to do, and last but not least, aligns resources to ensure that initiatives support the strategic objectives and priorities.

City of Toronto's Framework

Integrated Planning and Performance Framework


Planning
Performance
CITY SERVICES
Council Goals
Council Priorities
Council Achievements
Strategic Directions
Strategic Plan
Strategic Outcomes
Service Objectives
Service Planning
Service Targets & Outcomes
Service-based Budget
Multi-Year Budgeting
Efficiency and Effectiveness Measures

As illustrated by the above triangle, Council sets the direction with its vision, mission, goals and priorities. The strategic direction determined by Council forms the basis for the development of the Corporate Strategic Plan. This integrated framework enables the City to take a multi-year view to guide the service planning and budgeting process and also ensures resources are allocated to fund services and the priority actions that will contribute to achieving Council goals.

On the Performance side, there are efficiency and effectiveness metrics, and performance measurement in place to track progress on service priorities, service delivery and service levels. Through this process, the City aims to know is whether the investment undertaken are truly helping in delivering those services to meet objectives, and if those objectives are indeed meeting the outcomes of Council directives.

In summary, the Integrated Planning and Performance Framework focuses on "results". It enables the City to:

- Focus strategic investments to achieve results and intended outcomes
- Provide increased transparency and accountability regarding the services it delivers to the public
- Take a multi-year view to guide the City's service planning and budgeting process. This approach ensures that resources are efficiently allocated to services to achieve long-term strategic outcomes
- Monitor results and impact of services; thereby providing staff and Council with the added capacity to re-allocate resources based on short and long-term goals and priorities.

The Integrated Planning and Performance Framework allows City Council to achieve its vision, mission and strategic actions by monitoring performance and allocating resources and funds accordingly through the City's multi-year service-based planning and budgeting process, its budget principles and policies.

1. Council's Vision for the City of Toronto

Toronto is a caring and friendly city.
We have opportunities to sustain and enrich our lives and reach our highest potential. Our diversity is valued and celebrated and our communities are a source of pride. We are actively involved in the social, cultural and political life of the city.

Toronto is a clean, green and sustainable city.
We integrate environmental stewardship into our daily activities. We maintain and improve the health of the environment for present and future generations.

Toronto is a dynamic city.
As the nation's leading economic engine, we are a centre of innovation and growth with a strong international presence. Our dynamic city is well positioned to succeed in the world economy.

Toronto invests in quality of life.
We invest in quality of life – socially, economically, culturally and environmentally – to make Toronto a desirable place to live, prosper and visit.

2. Mission Statement for City Government

The Government of the City of Toronto champions the economic, social and environmental vitality of the city. The City strives to provide high quality and affordable services that respond to the needs of our communities and invests in infrastructure to support city building. The City is a leader in identifying issues of importance and in finding creative ways of responding to them.

The City of Toronto promotes and maintains a system of responsible and accountable governance where the interests of individuals and communities are balanced with those of the city as a whole. Public participation is an integral part of the City's decision-making processes.

Our actions are guided by the following principles

Advocacy	We are advocates on behalf of our city's needs with other orders of government
Community Participation	We facilitate active community involvement in all aspects of civic life, both locally and city-wide
Equity	We respond to and support diverse needs and interests and work to achieve social justice
Effectiveness	We set and accomplish objectives, pursue innovative approaches, safeguard public assets and make efficient use of our resources

Leadership	We plan for change and take a leadership role on issues of importance to the City
Partnerships	We actively seek out partnerships with constituents, community groups, businesses and other public institutions and orders of government
Sustainability	We integrate environmental, social, economic and fiscal perspectives in our actions

3. Strategic Actions

In 2012, a planning process was undertaken to establish new Strategic Actions to complement the City's initiatives and programs over the next five years, starting in 2013 to 2018. Twenty-six strategic actions were presented that will help ensure the success of Toronto for its residents as well as strengthen the government of the City of Toronto to meet its future challenges.

The strategic themes and 26 strategic actions are summarized below:

Strategic Themes

City Building

- City building views the City as a whole and focuses on investment in social and physical services and infrastructure, which are fundamental to the city's quality of life.

Economic Vitality

- Economic vitality refers to the health of the city's economy and includes such factors as diversified employment, skilled workforce, competitiveness, investment and affordability.

Environmental Sustainability

- Environmental sustainability encompasses principles of environmental balance and the integration of environmental considerations in our social and economic activities.

Social Development

- Social development encompasses principles of social equity, social well-being and citizen engagement, and is an important determinant of healthy communities and quality of life.

Good Governance

- Good governance refers to the system of municipal government in terms of its role as a democratic institution, a public policy maker and a deliverer of public services.

Fiscal Sustainability

- Fiscal Sustainability refers to the City's ability to maintain its program and services while also funding its growing commitments.

Strategic Actions for 2013-2018

City Building

1. Implement Smart Urban Growth Strategies
2. Invest in Culture
3. Develop a Long-term Transportation Plan and Policies

Economic Vitality

4. Increase Employment Opportunities
5. Accelerate Economic Growth

Environmental Sustainability

6. Support Environmental Sustainability
7. Develop a Long-term Solid Waste Management Strategy

Social Development

8. Support Affordable Housing
9. Strengthen Neighbourhoods
10. Enhance the City's Quality of Life
11. Advance Toronto's Motto 'Diversity our Strength'
12. Improve Emergency Response and Prevention

Good Governance

13. Open Government by Design
14. Engage the Public
15. Strengthen Public Service Governance
16. Strengthen Intergovernmental Relationships
17. Enhance the City's Capacity to Serve Toronto's Diversity
18. Develop and Implement a Workforce Plan
19. Improve Customer Service
20. Enhance Performance Measurement
21. Improve Organizational Excellence
22. Implement Shared Services

Fiscal Sustainability

23. Update the Long-term Fiscal Plan
24. Improve Service and Financial Planning
25. Ensure State of Good Repair for Infrastructure
26. Finance the City's Growth

Note: The City has various initiatives to achieve these strategic actions, including critical efforts to move the City to fiscal sustainability:

1. Continue to leverage Municipal Land Transfer Tax (MLTT) as a substantial revenue source and lower property tax rate increase;

2. Continue to upload social services to the Province;

3. Eliminate the use of prior year surplus as a tool to balancing the Operating budget;

4. Control and look for means to reduce expenses through efficiency savings and line by line review, as well as maximize user fees based on user fee policy; and

5. Use non debt financing strategies to reduce debt issuance.

The City of Toronto is at a major turning point in its financial trajectory; the intent of the Long Term Financial Plan is to provide a series of principles and directions for the development of new strategies to better manage expense and revenue over multiple years, as well as to improve the long-term financial stability of the City.

Overview

- The City has been able to achieve balanced budgets on an annual basis, despite underlying concerns regarding sustainability. Analysis strongly suggests that the circumstances of the recent past have been uniquely favourable and do not form a realistic basis for responsible future fiscal planning.
- The staff report on the City's Long-Term Financial Direction explores the underlying conditions of City finances by reviewing the expense and revenue patterns of recent budgets.
- It also provides a basic forecast of future expense pressures and revenue performance
- Full implementation of the directions described through the recommendations will require a shift in how the City approaches its annual budget and medium-to-long-term program planning.
- Changes in both expense and revenue management will be required for the City to balance the annual budget.

Current budget process

- The City's current budget process focuses on the fiscal year under consideration. Forecasts are limited to a two-year timespan.
- Decision-making is centred on "net" or tax-supported budget items, which tends to heighten focus on property tax impact and lessen focus on user fees and utility rates and the overall impact on residents and businesses.
- Net budget accounting also records reserve draws as revenue, suggesting programs are more funded than is actually the case.
- City divisions are subject to detailed review. Agency budgets, which account for many of the City's most significant expense drivers (TTC, Toronto Community Housing Corporation and Toronto Police, for example), while reviewed by City staff and Budget Committee, are subject to agency board direction and approval.
- Annual budgets have adopted temporary measures to offset expense pressures, including temporary reserve draws and deferral of known operating and capital needs.
- Short-term measures used to balance the budgets in earlier years place incremental pressures on the 2017 budget and beyond.

Recent performance

Expense

- Overall City expenses have been constrained over the past six years, rising much more slowly than earlier periods.
- Council has also annually approved new and enhanced service levels.
- Spending per resident is slightly lower over the past six years, when adjusted for inflation, even with the addition of new services.
- Expenses related to three broad service areas – transit, emergency services and rate-supported programs – account for almost three-quarters of the gross expenditure increase incurred by the City.
- These increases have been offset by other areas of direct savings or lower growth:
  - Efficiencies achieved through line-by-line savings, program reviews, new technology and changes to collective agreements.
  - Moderate savings from social programs which are cost-shared with the province. The savings from social programs may not be available in the future, reflecting Ontario's assumption of increased responsibility for these programs.
  - Deferrals of operating and capital expense – unfunded capital projects are now estimated at up to $29 billion over 15 years. The strategy of deferral is reaching practical limits as investment becomes necessary.

Revenue

- On the revenue side, reliance on property tax – the City's most important and stable revenue source – has decreased over the past six years.
- Council has made long-standing decisions to hold overall property tax increases at or below inflation.
- Adjusted for price inflation, property tax revenues have actually decreased since 2010.
- Overall revenue growth has instead been supported by:
  - Increases in utility rates for water and solid waste, Toronto Transit Commission (TTC) fares and other user fees and
  - Rapid growth in Municipal Land Transfer Tax (MLTT) revenue.

Future projections

Expense

- The overall gap between expense and revenue is growing.
- Projections confirm expense challenges in the future, in addition to typical labour and material cost pressures, including:
    - Funding requirements for TTC and Toronto Community Housing Corporation (TCHC)
    - Annualized costs related to earlier capital and operating commitments
    - Addressing prior year deferrals of employee benefit liabilities and
    - Adjustment in response to the loss of the Toronto Pooling Compensation grant.
    - Other factors may drive expenses higher, notably pressures from Toronto Police Service, currently factored at zero, and any new investments identified by Council, including the Poverty Reduction Strategy or transit priorities.

Revenue

- On the revenue side, it is anticipated that growth will slow in the absence of policy changes.
- Projected revenues will be influenced by:
    - Continued low growth in property tax revenues
    - Leveling off of increases related to water and solid waste charges, TTC fares and other user fees
    - Anticipated levelling off of MLTT revenues.
- Looking toward future years, there are unlikely to be quick solutions or shortcuts to achieve balanced budgets:
    - Annual surpluses are falling
    - Reserve funds are already at relatively low levels
    - Funding from the governments of Ontario and Canada for housing and transit investments are essential to city building, but cannot replace long-term gaps in operating funding or fully offset unmet capital needs.

2017 budget

- The report focuses on the longer term. It does, however, present a summary of 2017 budget pressures.
- As the City undertakes the 2017 budget process over the coming months, it will be important to ensure consistency between decisions taken in the short-term and the City's emerging long-term priorities.
- The pressures expected for the 2017 budget process will pose challenges.
- For 2017, the anticipated net opening pressure on the property tax base is estimated at $588 million, after all offsetting expense and revenue are factored in.
- Subtracting forecasted revenues from an inflationary property rate tax increase, assessment growth and potential City Building Fund revenue reconciles to a potential gap of $483 million.
- This does not account for new expenses or savings that may be approved by Council for either operating programs or new capital projects.
- Any incremental operating investments or new capital projects will increase expense. Any savings initiatives will offset expense.
- Key sources of pressure for 2017 are:
    - Long-term inflation and core cost drivers
    - TTC pressures and annualization including contractual payments for Presto use
    - TCHC operating gap, as reserve and debt financing offsets are less tenable
    - Catch up with short-term expense and revenue measures implemented in prior years, which must now be reversed.

Initial advice

- The advice from staff suggests the following actions:
    - Manage immediate pressures and avoid compounding financial challenges, such as deferral tactics that push off rather than address core cost drivers
    - Prioritize future operating investments and capital expense, on a multi-year basis
    - Implement longer term expense constraint

  - Explore revenues through existing and potentially new tax and non-tax sources.

- Of note, the City has set out annual savings targets in recent budget processes with varying degrees of compliance and impact
- Council should approve targets and require that City divisions and agencies provide options to meet these targets and avoid deferring expenses to future cycles
- As Council gives consideration to a long-term approach to financial planning, it should be focused on the following considerations:
  - A "whole of government" approach to expense management that accounts for all aspects of City operations, including agencies
  - Linking program and financial planning to desired outcomes
  - Reviewing and developing a funding plan for priority capital projects
  - Maximizing savings through efficiencies and responsible service level changes
  - Focus on long-term labour cost drivers
  - Contracting out and alternative service delivery.
- Back office savings (achieved through shared services or modernization of administrative functions).
- Council may also wish to look at new sustainable revenue sources, user fees and asset optimization to improve the City's fiscal position or support priority investments.

Recommendations

To deliver a business transformation program that:

1. modernizes processes, improves productivity, embeds efficiencies to achieve excellence in service delivery and maximizes value for residents;
2. strategically manages assets to maximize their use in supporting service delivery;
3. examines ways the City can optimize revenue generation from existing and new sources;
4. identifies implementation costs, timing, and the sustainability of revenue options;
5. establishes principles to guide the selection of potential revenues; and
6. establishes a framework for the further application of both existing and new revenues.

Multi-Year Service-Based Planning and Budgeting Process

In 2011, City Council adopted the Multi-Year Financial Planning and Budgeting process that has the following key elements:

- Engages stakeholders in priority-setting through upfront public consultation;
- Has a long-term perspective for planning and budgeting that promotes service and fiscal sustainability;
- Introduces a structured service planning process that links resource allocations to service objectives and targets driven by Council priorities over a multi-year timeframe;
- Is service-based and performance-focused: it focuses budget decisions on service objectives, service levels, results and outcomes using performance targets and metrics
- Emphasizes the evaluation of service performance so that planned results are achieved;
- Establishes roles and responsibilities for Standing Committees, the Budget Committee and Executive Committee.

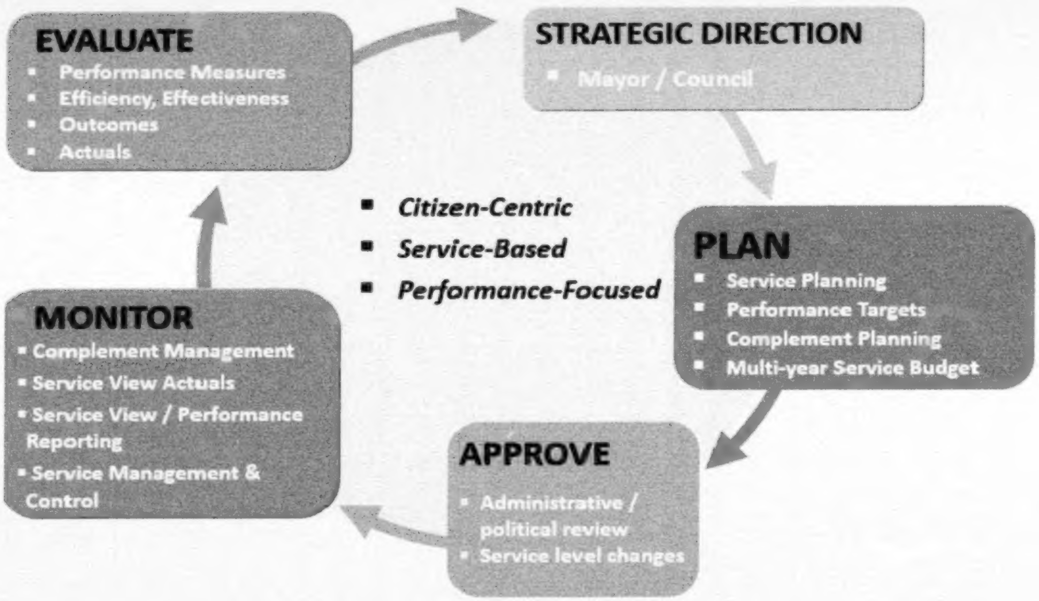
The City's multi-year, service-based planning and budgeting process is intended to establish a longer-term focus regarding the allocation of resources required to deliver the programs and services needed by the community, and to accomplish Council's goals and priorities for its term of office. This is accomplished by integrating (a) Service Planning and Priority Setting and (b) Multi-Year, Service-Based Budgeting are described below:

Service-Based Planning

Service Planning is a key pillar of the Integrated Planning and Performance Framework as it provides the link between strategies and budgets. It links Council's strategic goals, community, corporate and service objectives to service delivery plans and provides a tool that supports informed decision-making. A Service Plan addresses strategic issues, as well as operational issues by establishing service objectives with strategies and priority actions, targets, and performance measures to assess results.

The financial planning cycle incorporates key elements of management accountability that begins with the strategic directions established by the Mayor and Council.

Toronto's Planning and Budgeting Cycle



EVALUATE
- Performance Measures
- Efficiency, Effectiveness
- Outcomes
- Actuals

STRATEGIC DIRECTION
- Mayor / Council

PLAN
- Service Planning
- Performance Targets
- Complement Planning
- Multi-year Service Budget

APPROVE
- Administrative / political review
- Service level changes

MONITOR
- Complement Management
- Service View Actuals
- Service View / Performance Reporting
- Service Management & Control

- *Citizen-Centric*
- *Service-Based*
- *Performance-Focused*

The Service Planning process is guided by the following key principles:

- The service planning cycle will be aligned with Council's term of office and service plans will be reviewed in subsequent years to address emerging issues, evaluate performance, and confirm or recommend service priority changes.
- The service planning process will incorporate strategic directions and corporate priorities and will provide a link to the multi-year budgeting process for resource allocation and performance reporting through service objectives and priority actions.
- Meaningful collaboration of clients and stakeholders through upfront consultation that will provide input into the planning and budgeting process.
- Service plans will identify performance measures that will be used to assess service efficiency and effectiveness.
- Service plans will be presented on the service view (program map) structure.

Multi-Year Budgeting Process

The multi-year service based approach enables Programs and Agencies to set achievable objectives with realistic timeframes and provides a more efficient, systematic and consistent approach to allocate resources across all services, guided by the following principles:

Based on Council's multi-year service priorities and budget targets, the 10-Year Capital Budget and Plan and the 3-Year Operating Budget and Plan will be established.

Capital and Operating Budgets will be reaffirmed each year in order to appropriate funds.

- The City Manager (CM) and Deputy City Manager & Chief Financial Officer (DCM-CFO) review all Program and Agency Budgets to ensure that resources are allocated to service priorities efficiently and effectively; ensure compliance with budget directions, guidelines and targets.
- The Budget Committee members conduct team member reviews of staff recommended budgets in the Fall prior to Budget Launch to determine whether services are delivered efficiently and effectively and resource requests are aligned to service priorities and meet budgetary directions and guidelines.
- The Budget Committee review process includes public deputations.
- The Tax-Supported Operating and Capital Budgets are approved no later than mid- February (in a non-election year).
- The Rate-Supported Operating and Capital Budgets are approved by December of the previous year (in a non-election year).

The 2016 Budget process incorporates the following key elements to support the multi-year budgeting process:

- Staff prepare and Council approves a 1-year Operating Budget with a 2-year Plan and a 10-year Capital Plan comprised of a 1-year Capital Budget with an accompanying 9-year Plan. The City's multi-year budgets establish a longer-term focus regarding the allocation of resources required to deliver the services and service levels needed by the community, and to accomplish Council's goals and priorities.
- Over the past 4 years, the City has increasingly focused its operating budget deliberations on the services and services levels provided to the public. This has moved the City from solely examining the operating budget in the traditional expenditure view. Since 2014, City Council has approved a service-based

Operating Budget and 2-year Plan that has been reoriented to a service view, with key financial, complement, service level and performance information organized by the 155 services and their activities as articulated in Program Maps.

- On the capital side, the City's capital budget and plan has migrated from a 1-year budget and 9 year forecast to a 1-year budget and 9-year plan based on annual debt affordability and a focus on how investments address the City's backlog on state of good repair while balancing service improvement and growth projects that contribute to City building objectives.
- Notwithstanding the above advancements made in multi-year planning and budgeting, the City has yet to fully implement the service planning and priority setting phase of the integrated service-based planning and budgeting process. True multi-year budgeting cannot occur in the absence of a process that establishes both an "expenditure plan" as well an "investment plan" over a longer term horizon that can guide multi-year budgets.

Reporting and Monitoring

In addition, the City is committed to establishing a common approach to the monitoring and reporting of financial and non-financial information, including complement and performance measures. The principles, protocols and practices that will guide the monitoring and reporting of budget and performance information will ensure consistency; enhance the financial management of the City's affairs; and support fiscally responsible decision-making.

Monitoring of the approved Operating Budget will occur on an ongoing basis to assess whether targets are being met, assess performance, guide decision-making and provide transparency and accountability for how resources are managed. Budget monitoring will identify variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to strategic goals and Council's priorities.

Pursuant to prudent financial management practices and budgetary control, the quarterly and year-end operating and capital variance reports will be submitted to Committee and Council to provide information on how approved operating and capital funds are spent, and on an exception basis, identify issues that require direction and/or decisions of City Council.

Financial Planning Analysis Reporting System (FPARS)

The Financial Planning Analysis Reporting System (FPARS) project is a complex, business transformation and technology project, initiated to design, develop and implement the systems, processes and tools for the City of Toronto integrated planning and performance framework. The project's major goal is to strengthen the foundational elements of sound financial planning, budgeting and performance management, and establish principles and best practices that will support the city's transition to a service-based, performance focussed organization.

Implementation of the financial analysis reporting system will help the City to:

- Establish a full inventory of city services that will provide the basis for organizing information on services that are relevant to the public, City Council and its Committees, and other stakeholders;
- Provide regular performance reporting on services, including a report card to City Council;
- Allow other technology initiatives to leverage the system functionality through the SAP portal;

Some of the key accomplishments of the FPARS project include:

- A complete inventory of city services with qualitative and quantitative service profile information.
- Reengineering of the city's accounting, human resources and payroll components of SAP Enterprise Central Component, to enable service-based planning budgeting and reporting.
- Full implementation of the Public Budget Formulation system, with reporting analytics, and complement planning and management functionality.
- A full performance (measure) inventory aligned to City Services and actions to evaluate results, including service levels that are approved annually by City Council.
- Configuring SAP Business Warehouse to house performance information, and implementing a Business Intelligence tool and analytics and reporting capabilities that will provide users with access to financial, complement, performance and service information that will be utilized to design dynamic reporting including dashboards.

Significant efforts have been devoted to ensuring that the financial analysis reporting systems, tools and processes can be sustained. Once the project concludes through continued integration among staff in key divisions. Consultation and collaboration are ongoing with respect to the business procedures and technical requirements that will help maintain useful data and effective reporting capabilities.

In the months ahead, substantial work will be completed to enhance business intelligence capabilities. New complement, accounting and payroll reports will be rolled out, and additional dynamic reporting tools will become available to facilitate analytics.

Enterprise Performance Management

The next phase of the FPARS Project is known as the Enterprise Performance Management - Transformation & Automation (EPM-TA). The goal is to introduce a unified approach to collection, monitoring and reporting of key performance indicators (KPIs), incorporating best practices for analysis and forecasting and improving decision-making across the organization.

The objectives of EPM-TA is to:

1. Enable the integration of performance management best practices across the organization;
2. Improve performance management through the automation of collecting, monitoring and reporting processes; and
3. Leverage technology and tools to improve performance management processes.

2016 Budget Process

The City of Toronto is the sixth largest government in Canada, with a total 2016 operating and capital budget of nearly $15 billion. This represents an investment of over $5,200 per resident, supporting services vital to our community and economy. The budget is decided by City Council on an annual basis. This is a highly transparent process, providing detailed financial data and encouraging public participation.

On May 6th, 2015, City Council unanimously adopted the report "Recommended Multi-Year Service-Based Planning and Budgeting Process", which set out the implementation of a multi-year service-based planning and budgeting process for the City, beginning in 2016. The new service-based planning and budgeting process follows a normal cycle of planning, approving, monitoring and evaluating to assess our actual performance against planned targets that are adjusted accordingly.

The City's budget is guided by the Mayor's priorities as well as Council's agenda that advances its strategic goals and directions:

- *City that works:*
  - ✓ Promote Job Sectors
  - ✓ Youth Employment Strategy
  - ✓ Modernization egg Smart City
- *City that moves:*
  - ✓ Transit
  - ✓ Traffic Congestion
- *City that cares:*
  - ✓ Poverty Reduction Initiatives

Budget Development and Administrative Review

At the beginning of the budget process, City Programs and Agencies develop their budgets based on the directions and guidelines issued by the City Manager and Deputy City Manager & Chief Financial Officer, commonly referred to as our administrative review process. In collaboration with City Divisions and Agencies, the review process provides structure and consistency in establishing predictable capital spending and debt limits by focusing on project readiness and capacity to deliver, as well as assessing projects based on needs and benefits. This approach incorporates resource allocation, prioritization, evaluation of internal and external factors, and cost analysis, to arrive at a recommended budget and plan.

Committee and Council Reviews

The review of the budget during this phase known as the political process incorporates public input and focuses on major fiscal and policy issues. The final stage of the budget review process ends with Council confirming and adopting a budget that will implement the City's priorities in a fiscally sustainable manner.

2016 Budget Schedule

2016 Rate and Tax Supported Operating and Capital Budgets

December 15, 2015	Budget Committee Launch
January 5/ 6/ 8/ 11, 2016	Budget Committee briefings and service level review of City Programs and Agencies
January 12/13/14, 2016	Public Deputations at Scarborough Civic Centre and North York Civic Centre
January 18, 2016	Budget Committee wrap up
January 26, 2016	Budget Committee final wrap up
February 9, 2016	Executive Committee considers the 2016 Budget
February 17, 2016	Approval of the 2016 Budget by City Council

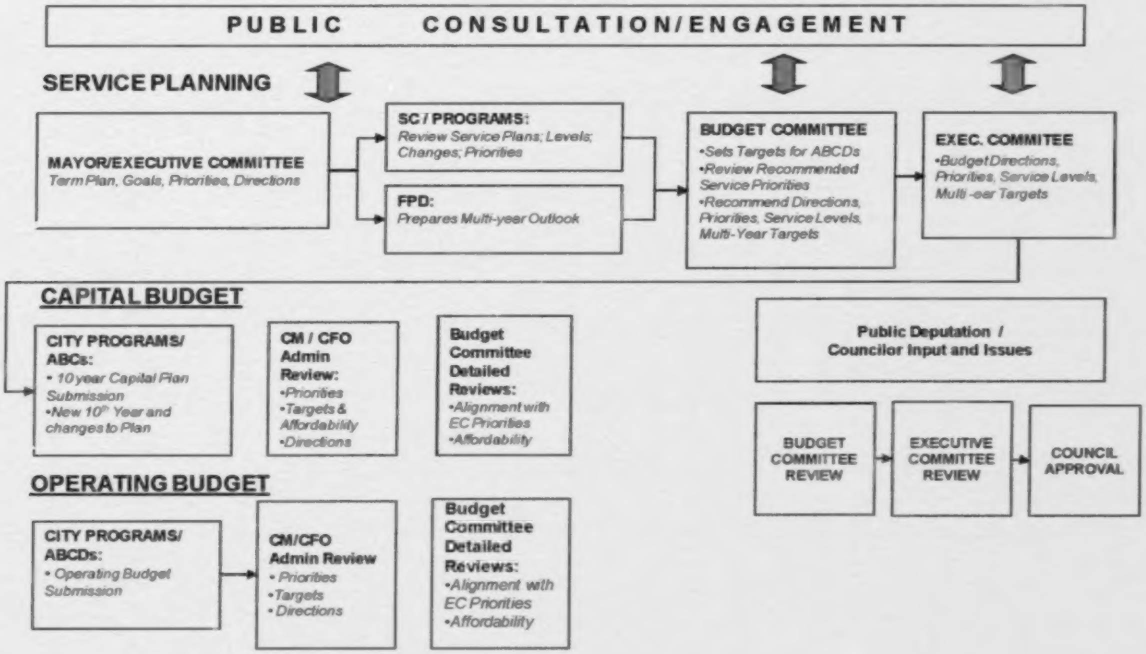
The 2016 Planning and Budgeting Process sets a foundation for preparing future years' service plans and budgets. The Multi-Year Budgeting allows planning for service objectives and challenges that link to the City's strategic directions.

This includes a review of service levels and standards by Standing Committees, representing the first stage in implementing the integrated service-based planning and budgeting process.

The following guidelines were set out to accomplish the City's multi-year, service-based planning and budgeting process:

- Guided by Council's strategic directions, all Programs and Agencies will develop five-year service plans to address services provided and the infrastructure that supports those services delivered.
- Standing Committees will review service plans annually, initially to consider service policy, service level and service delivery issues, strategies and recommend service priorities and, in subsequent years, Standing Committees will also monitor service performance; assess progress against service objectives; targets and priority actions; and develop strategies to address emerging service issues and adjust service plans, as necessary.
- Standing Committees will engage the public prior to setting priorities as part of their service plan reviews.
- Budget Committee will review Standing Committee's recommended service level priorities, associated service objectives, targets and costs and assess service performance within the City's fiscal circumstances and financial outlook and recommend multi-year service priorities, budget directions and targets to Executive Committee.
- Executive Committee will set service priorities, objectives and targets together with multi-year budget targets that will guide the annual operating and capital budgeting process.

The 2016 Recommended Budget Process Schedule is summarized below:


PUBLIC CONSULTATION/ENGAGEMENT
SERVICE PLANNING
MAYOR/EXECUTIVE COMMITTEE
Term Plan, Goals, Priorities, Directions
SC / PROGRAMS:
Review Service Plans; Levels; Changes; Priorities
FPD:
Prepares Multi-year Outlook
BUDGET COMMITTEE
•Sets Targets for ABCDs
•Review Recommended Service Priorities
•Recommend Directions, Priorities, Service Levels, Multi-Year Targets
EXEC. COMMITEE
•Budget Directions, Priorities, Service Levels, Multi -ear Targets
CAPITAL BUDGET
CITY PROGRAMS/ ABCs:
• 10 year Capital Plan Submission
•New 10th Year and changes to Plan
CM / CFO Admin Review:
•Priorities
•Targets & Affordability
•Directions
Budget Committee Detailed Reviews:
•Alignment with EC Priorities
•Affordability
Public Deputation / Councilor Input and Issues
BUDGET COMMITTEE REVIEW
EXECUTIVE COMMITTEE REVIEW
COUNCIL APPROVAL
OPERATING BUDGET
CITY PROGRAMS/ ABCDs:
• Operating Budget Submission
CM/CFO Admin Review
• Priorities
•Targets
• Directions
Budget Committee Detailed Reviews:
•Alignment with EC Priorities
•Affordability

2016 In Year Adjustment Process

Financial Planning Division oversees the in-year budget adjustment process. All budget reallocations and transfers are reported to Council through either a staff report or the Quarterly Variance reporting process. Below are the current practices:

- Operating Budget expenditure reallocations / transfers impacting net expenditures between City programs or services require Council approval
- Operating City expenditure reallocations / transfers that are less than $500K within services for the same program requires CFO and CM approval
- Capital budget adjustments between projects greater than $250K require Council approval

All in-year adjustments need sign-off by Division Heads or a delegated financial manager before inclusion in a quarterly variance report for Council approval. Note, the Q3 Variance reports are the last chance for in-year budget adjustments; any subsequent in-year adjustments should be submitted in a separate report by the Program/Agency.

2017-2018 Budget Process: Looking ahead

As in 2015 and 2016, the 2017 Operating Budget will be prepared both in a Service View and in the traditional Organizational View and presented to Council and the public in the Service View. For 2017, Agencies are also expected to continue budget by service, according to their approved Program Maps. As in previous years, budget submission will be prepared for a 3 year period with detailed future years plans.

With the 2017 process, Standing Committees will have the opportunity for extensive, comprehensive public consultation, as more than one Standing Committee meeting will be dedicated to the Service Planning stage of the multi-year service-based planning and budgeting process. Staff will be reporting back prior to the 2017 process on various public engagement activities that Standing Committees may utilize.

Building on current divisional, sectoral, business and service plans, the City will establish a common, multi-year, service-based planning framework for City Programs and Agencies to develop 5-year service plans that set both service and organizational objectives, targets and priority actions in time for Spring 2016. These service objectives are to be aligned to Council's strategic goals and actions; address key service and infrastructure drivers and provide strategies for service delivery excellence and innovation. The process will start with staff developing service plans based on the services and service levels approved in the 2016 Operating Budget as well as the capital works approved in the 10-Year Capital Plan.

With the establishment of service plans in 2017, the 2018 Service Planning and Priority Setting process will focus on the review of service performance to ensure that the service priorities, as approved with the budget, are being met and to address emergent service issues. The role of the Standing Committees will include:

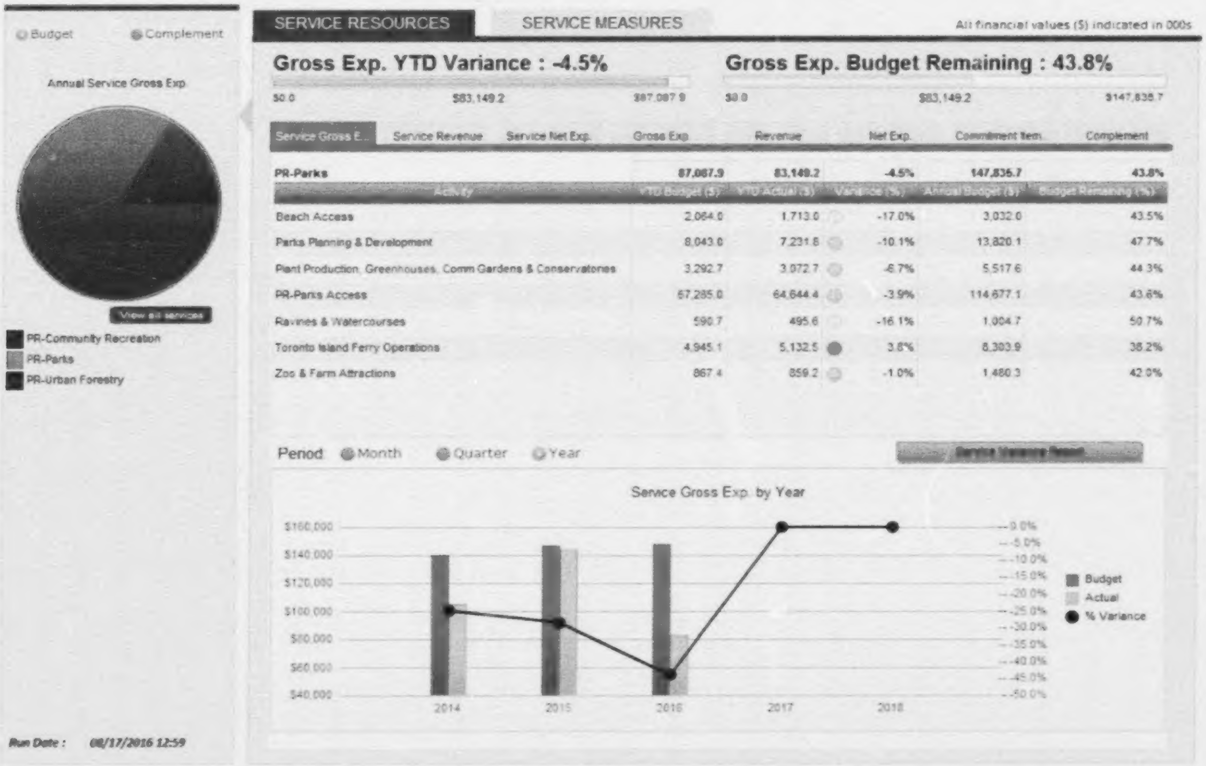
- monitor program performance against approved service objectives; approved service levels;
- assess progress on achievement of targets and evaluate impacts of emerging issues;
- recommend strategies and adjustments to service plans and priorities where required to ensure that the Mayor and Council's priorities are achieved; and,
- evaluate results once service objectives have been implemented.

Budget Committee will assess service performance and any Standing Committee recommended changes in the context of the City's financial outlook and circumstances and will recommend any appropriate service changes to Executive Committee, along with the annual budget directions and fiscal targets.

The Multi-Year Planning and Budgeting Process incorporates best budgeting practices and principles promoted by the Government Financial Officers Association (GFOA). In particular, it incorporates the following key principles:

- Engagement of stakeholders through upfront public consultation.
- Long-term perspective - an annual Operating Budget plus 2-year Plan; and a 10-Year Capital Budget and Plan.
- Linkage of resource allocations to service objectives and establishment of targets driven by Council priorities through a multi-year service planning process.

- Service-focused and performance based budget process that focus budget decisions on service priorities, service objectives and targets, performance budgeting and outcomes.
- In addition, the SPIRIT Dashboard, HR Vacancy and Payroll reports have been introduced to monitor actual results. The SPIRIT Dashboard, known as the 'Service and Performance Integrated Reporting in Toronto' is useful in reviewing and monitoring financial variances, vacancy info, salary and benefit costs and performance information. Below is a print-screen of the SPIRIT Dashboard.


○ Budget
● Complement
Annual Service Gross Exp.
View all services
PR-Community Recreation
PR-Parks
PR-Urban Forestry
SERVICE RESOURCES
SERVICE MEASURES
All financial values ($) indicated in 000s
$0.0
$83,149.2
$87,087.9
$0.0
$83,149.2
$147,835.7
Service Gross E...
Service Revenue
Service Net Exp.
Gross Exp.
Revenue
Net Exp.
Commitment Item
Complement
Period
● Month
● Quarter
○ Year
Service Variance Report
Service Gross Exp. by Year
$160,000
$140,000
$120,000
$100,000
$80,000
$60,000
$40,000
2014
2015
2016
2017
2018
0.0%
-5.0%
-10.0%
-15.0%
-20.0%
-25.0%
-30.0%
-35.0%
-40.0%
-45.0%
-50.0%
Budget
Actual
% Variance

Gross Exp. YTD Variance : -4.5%

Gross Exp. Budget Remaining : 43.8%

Activity	YTD Budget ($)	YTD Actual ($)		Variance (%)	Annual Budget ($)	Budget Remaining (%)
PR-Parks	**87,087.9**	**83,149.2**		**-4.5%**	**147,835.7**	**43.8%**
Beach Access	2,064.0	1,713.0	○	-17.0%	3,032.0	43.5%
Parks Planning & Development	8,043.0	7,231.8	○	-10.1%	13,820.1	47.7%
Plant Production, Greenhouses, Comm Gardens & Conservatories	3,292.7	3,072.7	○	-6.7%	5,517.6	44.3%
PR-Parks Access	67,285.0	64,644.4	○	-3.9%	114,677.1	43.6%
Ravines & Watercourses	590.7	495.6	○	-16.1%	1,004.7	50.7%
Toronto Island Ferry Operations	4,945.1	5,132.5	●	3.8%	8,303.9	38.2%
Zoo & Farm Attractions	867.4	859.2	○	-1.0%	1,480.3	42.0%

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FINANCIAL POLICIES

Overview

The City of Toronto's financial policies are based on the principles that will influence and direct the financial management practices of the organization. These policies provide City Divisions and Agencies with agility to effectively manage service delivery and capital programs for which they are accountable, while ensuring transparency, accountability and financial control.

The City maintains a multi-year planning approach to the budget process, including a 10-Year Capital Budget Plan, and an annual approved Operating Budget and Two-Year Plan.

Budgeting on a Cash Basis

In compliance with the City of Toronto Act, 2006, City Council will adopt an operating budget in each year. The City of Toronto develops its operating budget on a cash-requirements basis. Revenues are on a full accrual basis, while expenses are reflected on a modified accrual basis - which includes capital expenditures, repayments of debt principal (including sinking fund contributions), and funding for agencies and corporations. The operating budget excludes the following expenses: actuarial expenses (future employment benefits, landfill closure & post-closure, and insurance claims), environmental costs, and amortization.

The operating budget approved by Council in any given year must be balanced: estimated revenues must be equal to estimated expenditures. Any in-year increase in budgeted operating expenditures or decrease in budgeted revenues that could result in a budget imbalance will require Council approval of appropriate budget revisions to ensure that the budget remains balanced.

The City also has a capital budget, which reflects capital expenditures, and does not show items acquired as assets. Capital funding sources include debt issuance, which is a liability, not a revenue for financial statement purposes.

The City also has a reserve and reserve fund budget, which reflects amounts set aside by legislation or by Council, to fund operating or capital items in the future. Where legislated, these amounts are treated as deferred revenues for financial reporting purposes, whereas Council-directed amounts are shown as allocations of accumulated surplus.

Basis of Accounting

For financial reporting purposes, the consolidated financial statements of the City of Toronto are prepared in accordance with Canadian generally accepted accounting principles (GAAP) established by the Public Sector Accounting Board ("PSAB") of the Chartered Professional Accountants Canada ("CPAC").

PSAB requires full accrual accounting for all of a government's assets and liabilities. Revenues are recognized in the year the events giving rise to the revenues occur and the revenues are earned. Amounts received which relate to revenues that will be earned in a subsequent year, are deferred and reported as liabilities. Expenses are recognized in the year the events giving rise to the expenses occur and there is a legal or constructive obligation to pay. Since 2009, municipal governments must also record tangible capital assets, which are amortized over their useful lives. The historical cost of these assets is approximately $39B on the City of Toronto's Statement of Financial Position as at December 31, 2014.

Bridging the Basis of Budgeting and Accounting:

Some of the differences between the cash requirements basis of budgeting and full accrual basis of accounting are:

Budget reporting	Financial reporting
Tangible capital assets shown as expenditures as acquired	Tangible capital assets shown as assets, and amortized over their useful lives
Employee benefit expenses shown as expenses as paid	Employee benefit expenses written off as earned using an actuarial calculation
Landfill, insurance and environmental liabilities recorded as paid	Landfill, insurance and environmental expenses written off as incurred using an actuarial calculation
Debt issuances shown as revenues in the capital budget	Debt issuances shown as liabilities
Principal payments on debt shown as debt charges in the operating budget	Principal payments shown as reductions of liabilities
Amounts payable to reserve or reserve funds shown as expenditures and amounts received as revenues	Similar re legislated funds, but for Council directed funds, amounts paid to or from funds eliminated.

Operating Budget Policies

Multi-Year Service Based Budgeting

Multi-year operating budget is prepared for a three-year period and approved for a one-year period during the annual budget process, in order to ensure compliance with the City of Toronto Act 2006. The budget for each year must include a base amount (Base Budget) that projects costs for the multi-year period of maintaining the current year's services and service levels.

a) Service Based View

The Operating Budget shall be presented on a service view basis to provide more relevant financial and non financial information to the public in order to facilitate the assessment of service performance and guide meaningful discussion on service issues and support decision making.

b) Budget Adoption

In compliance with the City of Toronto Act, 2006, City Council will adopt a one-year operating budget each year. The municipal tax rates will also be set by council annually. In the second year, and each subsequent year to which the multi-year budget applies, City Council will review proposed adjustments to the budget.

c) Balanced Service Budget

The total operating budget for the City, approved by Council in any given year, must be balanced; which means that estimated revenues must be equal to estimated expenditures.

Any change to the operating budget that results in adjustments to gross expenditure; total revenue and/or net expenditure (tax supported funding); staff complement count; and changes to services and/or service levels will require Budget Committee review and Council Approval to ensure that the budget remains balanced.

d) Estimates of Expenditures and Revenues

Each year, Council approves the following components of the Operating Budget, which establishes the spending limit for each Program and Agency:

i. Total gross expenditures required to fund the cost of providing services at the approved service level; and recommended staff complement;

ii. Total revenue as summed by the non-tax revenue sources;

iii. Net expenditure, which represents the level of tax funding required to balance the Operating Budget;

iv. Service Levels; and

v. Complement

e) In-Year Budget Adjustments

In-year adjustments to the approved operating budget and the impact on the following two years of the multi-year plan will be considered under the following circumstances:

- External factors such as provincial or federal impacts on the City's budget, or changes imposed by legislation.
- Unforeseen changes to forecasting assumptions that affect costs, service demand/volume, or revenue projections.
- Council-directed changes to priorities, services or service levels.
- Response to budget guidelines and directions.

f) Budget Monitoring and Reporting

Monitoring of the approved operating budget will occur on an ongoing basis to identify variances from plans; changing patterns or circumstances that need corrective actions; and assess the extent to which resources are being used efficiently and effectively in contributing to Council's strategic priorities.

Variance reports will be submitted quarterly to Standing Committees and council and will include both financial and non-financial information that will assess performance, guide decision-making and provide transparency and accountability in managing resources.

Salary Cost Planning

As with any service organization, personnel costs are a significant part of the total operating budget of the city.

- The salary and benefit budget will include all known costs for collective agreements, step and progression pay increases, and fringe benefits.
- Gapping represents the amount of potential reduction in the requirement for salary dollars as a result of vacancies that will not be filled for a full year or part year, and unplanned staff turnover. Salary budgets should be adjusted for vacancies that will not be filled and for staff turnover.

Revenue Policy

The revenues received by the City of Toronto include property tax, user fees and charges, grants and subsidies, interest income and donations.

- **Diversified Revenue Sources** – Diversified and stable revenue sources will be encouraged in order to improve the city's ability to handle the impact of short-term revenue fluctuations and uncertainty, and to better distribute the cost of providing services.
- **One-Time Revenues** – One-time revenues will be used for appropriate purposes such as early debt retirement, and capital expenditures. The use of one-time revenues to fund ongoing expenditures will be restricted to extraordinary situations, which must be approved by council on a case-by-case basis.

- **User Fees and Charges** – Where it is determined that a service provided by a program or agency confers a direct or special benefit to users of the service, the City will establish fees and charges at a level reasonably related to the full cost of providing the services, except where application of the full cost recovery principle conflicts with City Council policy objectives, or other conditions exist that would justify the exception.
- **Surplus Management** – Any operating surplus realized by the City at year-end, will be allocated to the Capital Financing Reserve Fund, and to finance any under-funded liabilities, and any other reserves or reserve funds.

Capital Budget Policies

Capital Expenditures generally include any expenditure on an asset acquired, constructed or developed with the intention of being used beyond the current budget year. Capital Expenditures also include major improvements, which alter or modernize an asset in order to substantially prolong its useful life or improve its physical output or service capacity.

A 10-year capital plan will be updated annually as part of the budget process. The 10-year plan will address capital needs that fulfil City Council's strategic priorities, maintains existing infrastructure in a state of good repair, and invests in new infrastructure to ensure sustained delivery of approved services and service levels. Key principles of the capital budget policies include the following:

- Each year City council will approve the total project cost and cash flow requirements for the fiscal year, plus future-year cash flow for multi-year projects; and will approve in principle a capital plan for the ensuing 9 years which will form the basis for preparing future years' capital budgets.
- Projects included in the capital budget and plan must be supported by business cases that must demonstrate that acquisition and / or creation of capital assets are properly planned; that capital assets are justified based on cost-benefit analysis; that the most effective financing option is selected; and that risks along with mitigating strategies are identified.
- All projects will be evaluated annually to assess readiness to proceed, including capacity to deliver and spend with a view to adjusting planned cash flow estimates to reflect actual spending experience.
- The use of debt financing will be restricted to fund long-term capital improvements. Other funding sources must be maximized to reduce reliance on debt.

- All capital projects will be prioritized based on urgency and cost-benefit implications. Projects are prioritized within the following categories:
    - Health and Safety – projects that demonstrate health and safety hazards risks
    - Legislated – projects that are required to comply with Provincial or Federal legislation.
    - State of Good Repair –These projects provide for major maintenance of capital assets, and the repair or replacement of existing assets.
    - Service Improvement – projects that support and improve service delivery.
    - Growth-Related –projects that support growth and development across the city.

Financial Control By Law

The City is undergoing a review of the current Financial Control Bylaw. The goal of the review is to update the Bylaw to reflect the City's organizational and financial maturity as Canada's largest City. The key objectives of the review are:

- Based on industry's recognized best practices, establish a principle-based framework that broadens the Bylaw to include both financial management and control requirements.
- Provide a solid foundation for managing the City's resources based on accountability, appropriate lines of responsibility and transparency
- Support transformation of the City into a service based and performance focussed organization.
- Eliminate confusion by creating a common platform for interpreting the Financial Management and Control Bylaw.
- Balance the need for financial accountability while providing senior staff agility to meet service demands.
- Ensure compliance with Provincial and other related legislative requirements.

City Finances

PHYSICAL INFRASTRUCTURE

The City owns a significant amount of physical assets - comprising roads, expressways, bridges, traffic signal controls, water and wastewater treatment facilities, distribution and collection pipes, reservoirs, pumping stations, subways, streetcars, buses, civic centres, recreation facilities, public housing buildings, parkland and other lands. This infrastructure, excluding land, is currently estimated to be worth in excess of $76 billion. The City's capital program is driven largely by the costs of maintaining these physical assets in a state of good repair.

City's Physical Infrastructure

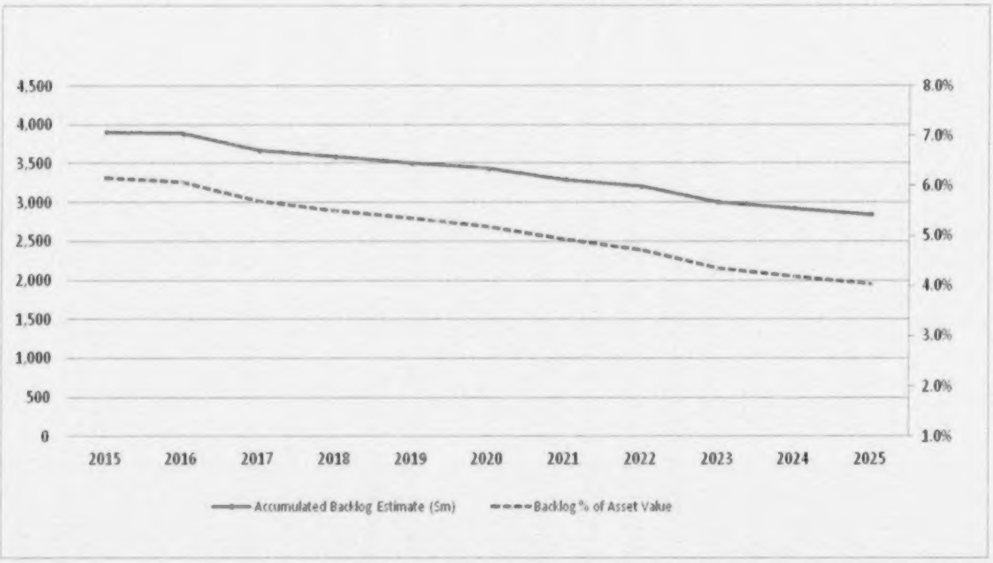
Transportation	$11 Billion
Public Transit	$15 Billion
Water & Wastewater	$29 Billion
Buildings, Facilities and Fleet	$9 Billion
Toronto Community Housing	$9 Billion
Parkland & Other Land	$3 Billion
Total (Replacement Cost Estimates)	$76 Billion

The City's road network, the majority of which was constructed in the 1950s and 1960s, is in need of major repair and rehabilitation. In recognition of the need to reduce the State-of-Good Repair backlog related to the City's transportation infrastructure, 84% of the 2016-2025 Capital Plan for Transportation Services is dedicated to State-of-Good-Repair projects, compared to approximately 57% across all other Programs.

The City's water and wastewater network is similarly aged — the average age of the City's water mains and pipes is 60 years and nearly 13% of them are more than 80 years old. Recognizing the need to eliminate the State-of-Good-Repair backlog by 2025, City Council approved $1.1 billion in additional capital investments for Toronto Water in the 2016-2025 Capital Budget and Plan, largely funded through the approval of water rate increases of 8% 2016 and 5% for 2017 and 2018, and 3% thereafter.

Total City SOGR Backlog

The 2016 to 2025 Capital Budget & Plan allocates $18.979 billion or 56.7% of funding to capital works that ensures City infrastructure required to deliver services to the citizens of Toronto are maintained in a state of good repair. As a result of this investment, the estimated accumulated SOGR backlog as a percent of asset value is projected to decline from $3.906 billion or 6.2% at the end of 2015 to $3.433 billion or 5.2% after 5 years in 2020 and to $2.845 billion or 4.0% after 10 years in 2025 as shown in Chart 1.



SOGR Backlog (Tax & Rate)

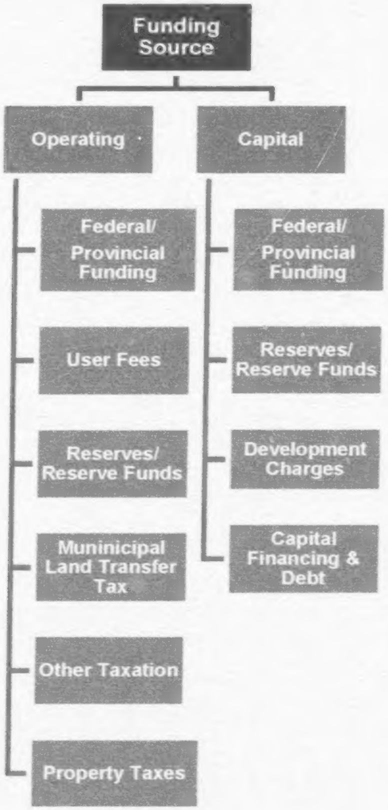
	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total Asset Value	63,497	63,893	64,291	65,005	65,555	66,252	66,856	67,794	69,136	69,622	70,398
Accumulated Backlog Estimate ($m)	3,906	3,886	3,664	3,582	3,503	3,433	3,292	3,201	3,007	2,922	2,845
Backlog % of Asset Value	6.2%	6.1%	5.7%	5.5%	5.3%	5.2%	4.9%	4.7%	4.3%	4.2%	4.0%

In addition, capital requirements resulting from population growth and demographic changes will add additional financial pressures. The City's 2002 Official Plan projected population growth of up to a million people in the City of Toronto, raising the population to 3.5 million people by 2031. More buses, social housing, recreation centres, etc. are required, which will put pressure on the City's capital and operating budgets to provide additional services, and build and operate new facilities.

Investment in physical infrastructure is typically funded by the following sources: federal and provincial funding where applicable, reserve and/or reserve funds, development charges, donations, operating contribution and debt. Debt is the funding source of last resort for capital purposes.

REVENUES

The City funds both its Operating and Capital Budgets through various sources, the chart below provides a detailed presentation of how our Operating and Capital budget are funded. It also represents the order of funding that the City would consider before ultimately using property taxes as the funding source of last resort as the City makes every effort to maximize all other sources first. We are also mandated by City Council to keep property taxes below or equal to the rate of inflation.


Funding Source
Operating
Capital
Federal/ Provincial Funding
User Fees
Reserves/ Reserve Funds
Muninicipal Land Transfer Tax
Other Taxation
Property Taxes
Federal/ Provincial Funding
Reserves/ Reserve Funds
Development Charges
Capital Financing & Debt

The City's major funding sources of the 2016 Tax & Rate Supported Operating Budget of $10.07 billion gross are detailed in the table below. The Rate-Supported Operating budget (for Solid Waste Management, Toronto Water and Parking Authority) of $1.69 billion gross is funded largely from user charges. Combined the 2016 Tax & Rate Supported Operating Budget totals $11.75 billion gross.

Property Tax Levy	3,931
Provincial Subsidies	1,961
Federal Subsidies	155
Transit Fares	1,249
MLTT	527
Other User Fees & Donations	497
Contributions From Reserves/Reserve Funds	435
Inter-Divisional Recoveries	291
Transfers From Capital	162
Licences & Permits Revenue	112
Sundry and Other Revenues	751
Sub-Total - Tax Supported Revenues ($Millions)	10,070
Sub-Total Rate-Supported Revenues ($Millions)	1,685
Tax & Rate-Supported Revenues ($Millions)	11,755

Property Tax Levy

Property tax revenue is the City's single largest source of revenue. The City collects $3.9 billion from residential and business property owners for municipal purposes, which represents 39% of its total tax-supported Operating Budget.

Each year, the City is required by provincial legislation to establish tax rates that raise property tax revenues in the amount of the City's budgetary requirement. In addition, the City is also required to levy and collect property taxes for school purposes at the education tax rates set by the Province.

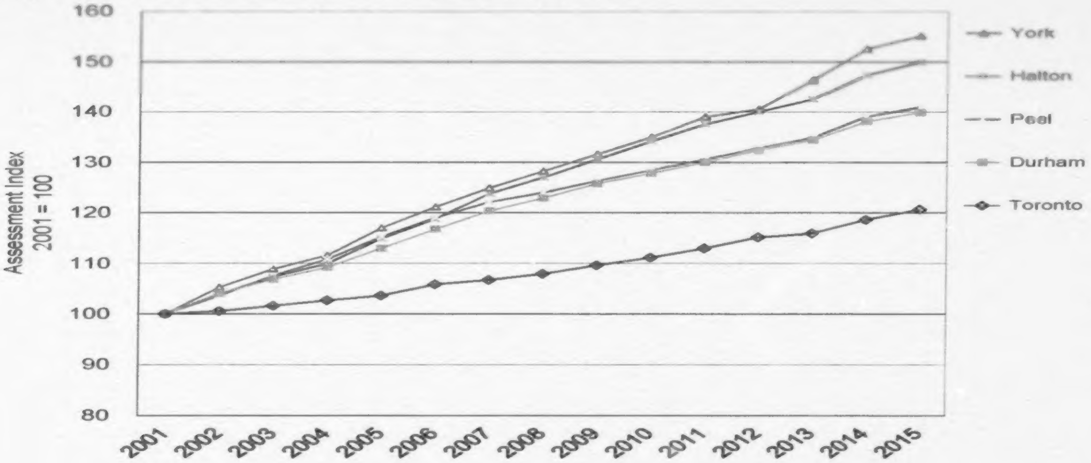
The amount of property taxes payable by a property is determined by multiplying the Current Value Assessment (CVA) of a property by the applicable tax rate for that class of property (e.g., residential, commercial, industrial, or multi-residential) subject to any legislative or Council-mandated adjustments. The total tax rate for a class consists of a municipal tax rate necessary to meet the City's budgetary requirement and the education tax rate necessary to raise the amount required by the Province for education funding.

The Municipal Property Assessment Corporation (MPAC), a provincial agency, is responsible for property assessment in Ontario and preparing the assessment rolls for municipalities on a Current Value Assessment (CVA) basis. The CVA of a property represents an estimated market value, or the amount that the property would sell for in an open market, arm's length sale between a willing seller and a willing buyer at a fixed point in time.

Over the last two decades, the GTA experienced quite remarkable economic and population growth following the recession of the early 1990s. The Toronto region (CMA) contains a number of the fastest-growing municipalities in Canada. The bulk of the new construction and the associated assessment increases are located in the surrounding areas in the GTA. For example, from 2001 to 2015 the rest of the GTA had cumulative assessment increases in excess of 40%: York Region: 55%, Halton Region: 50%, Peel Region: 41%, and Durham Region: 40%. By contrast, Toronto's property assessment in

2015 is just 21% above its 2001 level, partly due to the conversion of certain industrial properties into residential properties. This trend is illustrated in the chart to follow:

Property Tax Assessment Growth 2001 to 2015

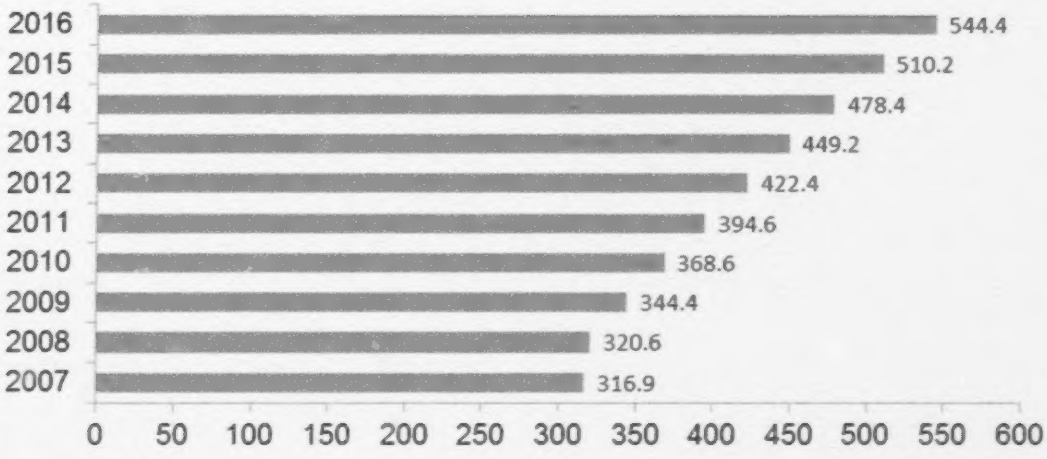


Property Assessment

The following chart depicts the total value of all property classes of the City of Toronto's current value assessment in each of the years from 2007 to 2016.

Total Property Tax Assessment Values ($B)

City of Toronto 2007-2016



In Toronto, tax ratios for the commercial, industrial and multi-residential tax classes all exceed the provincial thresholds, as shown in the following chart.

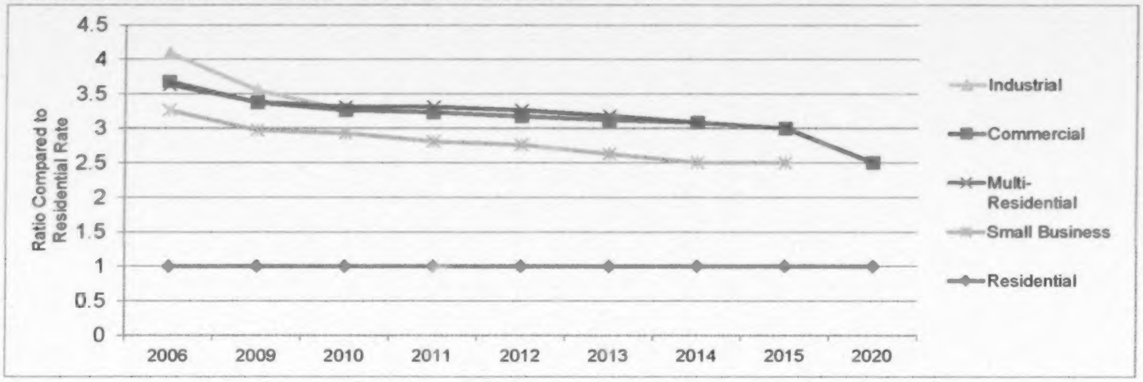
	2007 Taxation Year	2008 Taxation Year	2009 Taxation Year	2010 Taxation Year	2011 Taxation Year	2012 Taxation Year	2013 Taxation Year	2014 Taxation Year	2015 Taxation Year	2016 Taxation Year	Provincial Threshold Ratios
Multi-residential	3.546	3.469	3.380	3.316	3.316	3.316	3.224	3.118	3.054	2.904	**2.74**
Commercial	3.584	3.506	3.373	3.267	3.237	3.212	3.160	3.118	3.054	2.904	**1.98**
Commercial Small		3.410	3.265	3.108	3.020	3.070	2.997	2.922	2.836	2.504	**1.98**
Industrial	3.920	3.740	3.547	3.375	3.237	3.212	3.160	3.118	3.054	2.904	**2.63**

Toronto's Tax Ratios vs. Provincial Threshold Ratios

Beginning in 1998, Ontario municipalities whose commercial, industrial or multi-residential tax ratios exceeded threshold ratios established by the Province were restricted from passing on municipal property levy increases to those classes. Since 2004, the Ontario Government made adjustments to the municipal rules under the Ontario Property Tax System, which amongst other things, allowed tax rate increases on the non-residential classes to be no more than 50% of the tax rate increase for the residential tax class. Although the relaxing of the restriction on non-residential classes is not permanent, it does provide partial relief from the budgetary levy restrictions imposed by Provincial legislation.

In late 2005, Council approved a comprehensive property tax policy "Enhancing Toronto's Business Climate - It's Everybody's Business" to improve the business climate in the City. In 2006, Council implemented the policy of limiting municipal tax rate increases within the Commercial, Industrial, and Multi-Residential tax classes to one-third of the residential tax rate increase (i.e. a 3% residential tax increase would result in a 1% non-residential tax rate increase).This measure was designed to reduce non-residential tax ratios to 2.5 times the residential rate over 15 years. In addition, the policy provided for an accelerated tax rate reduction for neighborhood retail and small businesses that will see their tax ratios fall to 2.5 times residential within ten years (by 2015).

Business Tax Ratios Have Been Reduced



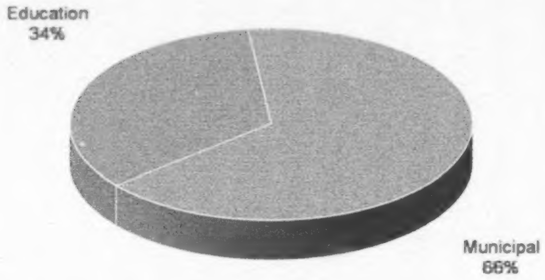
Other City efforts to enhance competitiveness have resulted in a successful agreement with the provincial government to reduce Business Education Tax (BET) rates (for Toronto businesses) closer to the average of surrounding GTA municipalities, creating a new, fair water rate structure for industrial and manufacturing companies and continuing the relief of development charges for the city's commercial industry.

The Municipal Act and the City of Toronto Act mandates limits on re-assessment related tax increases to 5% per year for the commercial, industrial and multi-residential property classes. The amount of tax revenues foregone as a result of this cap, however, is fully recovered by an equivalent amount that is clawed-back from properties facing tax decreases.

Special provisions to provide tax relief for low-income seniors and disabled persons, as well as charities and similar organizations, are also required. Tax relief policies in effect for 2016 include:

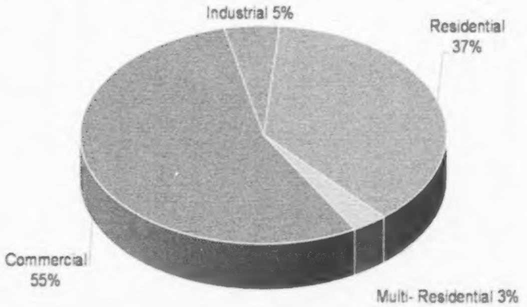
- The cancellation of any tax increase for seniors aged 65 or older, or disabled person living with a household income of $40,600 or less, who have occupied their home for at least one year, and the home's assessed value is equal or less than $715,000.
- The interest free deferral of any tax increase for seniors aged 65 years or older, or aged 60-64 years and receiving a Guaranteed Income Supplement and/or Spousal Allowance, or aged 50 years or older and receiving either a registered pension or pension annuity, or disabled persons, receiving support from one or more specified disability programs, whose household income is $50,000 or less, and have owned the property for at least one year.
- A 40% rebate of taxes paid for registered charities owning or occupying space in commercial or industrial properties and meeting other conditions of the program

City of Toronto Property Tax Levy

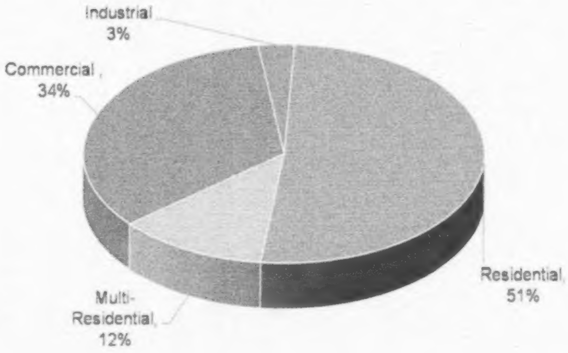


2016 Total Property Tax Levy

$6.0 Billion



Education Levy 2016 - $2.055 Billion



Municipal Levy 2016 - $3.956 Billion

The chart below illustrates the 2016 taxes payable for the average household in Toronto with an assessed value of $549,586.

	2016 Tax Rate	2016 Property Tax
Municipal Purposes	0.4999731%	$2,748
Education Purposes	0.1880000%	$1,033
Total	0.6879731%	$3,781

Other Taxation

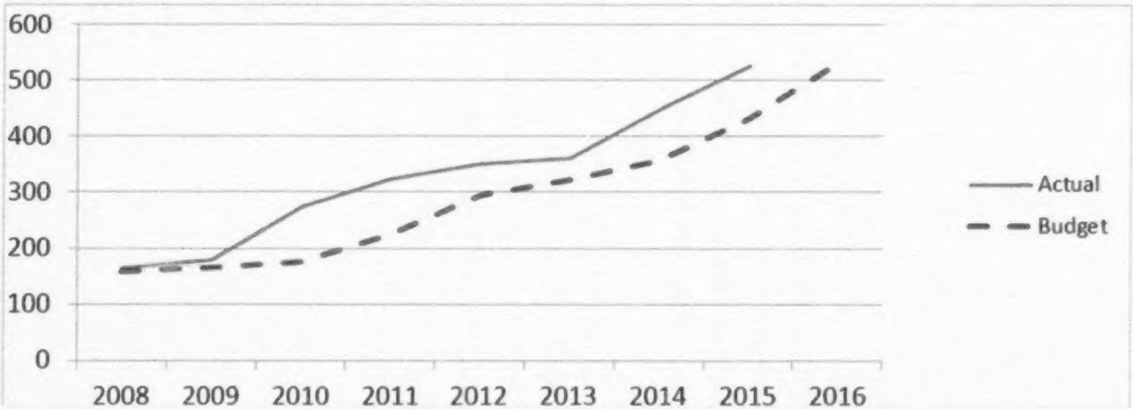
The City of Toronto is the only Ontario municipality with the legislative authority (City of Toronto Act, 2006) to allow it to levy taxes other than property taxes. The Municipal Land Transfer Tax (MLTT) was implemented on February 1, 2008, and Personal Vehicle Tax (PVT) on September 1, 2008. On December 16, 2010, however, City Council approved the termination of the City's Personal Vehicle Tax (PVT) effective January 1, 2011.

MLTT revenues continue to exceed expectations. In 2016, budgeted gross MLTT revenues were $532 million (including transaction fees), as continued low mortgage rates have helped to keep housing sales strong in the City of Toronto. In 2015 and 2016, $40 Million of the budgeted revenues were earmarked to the Capital Budget and placed in the Capital Financing Reserve to protect the Operating Budget in the event of lower than budget revenues.

The chart that follows illustrates how actual revenues from 2008-2016 compare with budget revenues for the same period.

MUNICIPAL LAND TRANSFER TAX

Budget v/s Actual Revenue ($million)



City Council approved the Third Party Sign Tax in 2009. Implementation of the tax, however, was delayed by a court challenge from the outdoor advertising industry. After a favourable court ruling in 2012, the City began a retroactive collection of sign tax revenues for the period from 2009 to 2012. The Third Party Sign Tax generates approximately $11 million per year for the City.

User Fees

User fees are the City's third largest source of funding for the Operating Budget after Grants and Subsidies from Other Governments. Excluding Rate-Supported Programs, the City collects over $1.7 Billion in user fee revenues annually through approximately 3,000 individual user fees. The largest component is TTC passenger fares of $1.2 Billion, which generates about 65% of the TTC's operating funding.

As a result of a comprehensive User Fee Review in 2011, City Council approved a new corporate policy for establishing the initial and annual price of a user fee and determining the amount that should be recovered. A discussion of the key principles of the new user fee policy is provided in the Fiscal Capacity section.

A new funding system for Solid Waste Management Services, the volume-based rate structure, was implemented November 1, 2008 to fund the service objective of 70% waste diversion. This funding plan transforms Solid Waste Management (garbage, recycling, green bin, litter prevention, landfill management and other diversion programs) from being property-tax-based to user-fee-based, and its fees are now part of the City's Utility Bill, together with the water charges. The entire Solid Waste Management program is now funded from revenue other than property taxes (representing user fees, funding from Waste Diversion Ontario, and sales proceeds from recyclable materials).

The following link can be used for more detailed information on our website:

http://www.toronto.ca/legdocs/mmis/2011/ex/bgrd/backgroundfile-40701.pdf

Development Charges

Development charges are fees collected from developers at the time a building permit is issued and represent an important source of funding for the Capital Budget. The fees help pay for the cost of growth-related, eligible capital projects (and related operating costs). Most municipalities in Ontario use development charges to ensure that the cost of providing infrastructure to service new development is not imposed on existing residents and businesses in the form of higher property taxes.

City Council adopted a new Development Charges Bylaw on October 11th, 2013, in accordance with the requirements of the Development Charges Act, 1997 and related Regulations, with higher rates - 75% increase in residential rates and 25% for non-residential rates. In order to mitigate the potential adverse effect of the higher development charges on the rate of development in the City, the new by-law includes a schedule to phase-in the adopted rates over a two year period.

The following categories of services are eligible for varying pre-determined portions of development charge revenues:

- Spadina Subway Extension -7.3%
- Transit (Balance) – 32.6%
- Parks and Recreation – 14.8%
- Library – 4.1%
- Subsidized Housing – 3.3%
- Police – 1.9%
- Fire – 0.9%
- Emergency Medical Services – 0.5%
- Development-related Studies -0.7%
- Civic Improvements – 0.6%
- Child Care – 1.0%
- Health – 0.2%
- Pedestrian Infrastructure 0.2%
- Roads & Related 12.3%
- Water – 10.0%
- Sanitary Sewer – 7.6%
- Stormwater Management – 2.0%

Note: Percentages relate to Development Charges for a Two Bedroom and Larger Apartment on February 1st, 2016.

Funding Transfers from Other Governments

The City receives grants and subsidies from other orders of government which are mainly for mandated programs such as Social Assistance, Child Care, Public Health, Social Housing, and some Transit capital funding. These transfers represent about 21% of its Tax-Supported Operating Budget.

RESERVES AND RESERVE FUNDS

Reserves and Reserve Funds are monies set aside by Council to finance future expenditures for which it has authority to spend money, to defend the City against an unbudgeted or unforeseen event that may result in a budget deficit such as an economic downturn, to smooth out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements or contingent liabilities. While the reserve fund balances would appear to be a large sum, it should be noted that the majority of these funds are committed to special purposes.

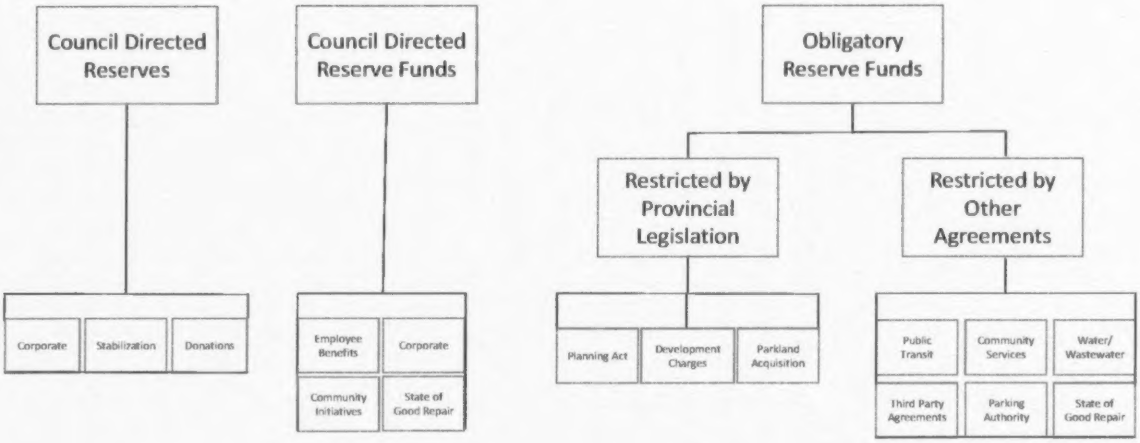
Toronto Municipal Code, Chapter 227 - Reserves and Reserve Funds - provides all pertinent information regarding the City's reserves and reserve funds, including definitions, the authority to establish new reserves and reserve funds, closing out inactive reserves and reserve funds, as well as the use and administration of reserves and reserve fund monies. A link to Chapter 227 of the Toronto Municipal Code is provided below:

http://www.toronto.ca/legdocs/municode/1184_227.pdf

The City maintains approximately 300 active Reserves and Reserve Funds (including Obligatory Reserve Funds) that are classified into three major categories, namely Council-Direct Reserves, Council-Directed Reserve Funds and Obligatory Reserve Funds, or Deferred Revenues, They are sub-divided into 17 sub-categories according the nature of their purposes.

The main difference between Reserves and Reserve Funds is that earnings from the investment of Reserve Funds must be allocated to and form part of the reserve fund, while earnings from Reserves flow to the Operating Budget as investment revenue. In addition, Reserve Funds are restricted to fund specific purposes set out by bylaws, legislation or agreements. The Chart below shows our structure:

Reserves & Reserve Funds Structure


Council Directed Reserves
Council Directed Reserve Funds
Obligatory Reserve Funds
Restricted by Provincial Legislation
Restricted by Other Agreements
Corporate
Stabilization
Donations
Employee Benefits
Corporate
Community Initiatives
State of Good Repair
Planning Act
Development Charges
Parkland Acquisition
Public Transit
Community Services
Water/ Wastewater
Third Party Agreements
Parking Authority
State of Good Repair

Council-Directed Reserves and Reserve Funds

Council Directed Reserves and Reserve Funds are made up of several major categories: Corporate, Employee Benefits, Stabilization for Operations, Corporate, State of Good Repair (Capital), Community Initiatives and Donations. These funds have been set aside by Council to earmark revenues to finance a future expenditure for which it has authority to spend money, to defend the City against "rainy days", e.g. economic downturn or other extraneous reasons resulting in a budget deficit, to smooth out future program expenditures which may fluctuate from one year to the next, or to accumulate funds for future capital requirements.

Deferred Revenues/Obligatory Reserve Funds

Funds that are set aside for specific purposes by legislation, regulation or agreement and may only be used in the conduct of certain programs or the completion of specific work are reported as Deferred Revenues (but are also known as Obligatory Reserve Funds). These include funds received from the other orders of government, Development Charges or third parties earmarked for certain purposes, e.g. Transit, Social Housing, Parkland Acquisition, Long Term Care Homes and Services. These amounts are recognized as liabilities in the year the funds are deposited, and received into revenue in the fiscal year the related expenditures are incurred or services performed. These funds are all committed, some of which will be used to fund some of the City's priority capital needs like transit expansion, and are not available at Council's discretion.

Reserve Sub-Categories

Corporate - Reserves that provide funding for capital and operating items of a corporate nature. The Reserves with the largest balances are: Capital Financing, Working Capital and Vehicle & Equipment Replacement.

Stabilization – Reserves that provide funding to stabilize the City's budgets from year to year due to various unanticipated financial pressures. The stabilization reserves with the largest balances are: Water/Wastewater, Assessment Appeal and Tax Rate.

Donations – Reserves that provides funding for various projects.

Council Directed Reserve Fund Sub-Categories

Employee Benefits – Reserve Funds for the employee benefit costs of employees and retirees, as directed by Council. The reserve funds with the largest balances are: Employee Retiree Benefits, Sick Leave and Worker's Compensation.

Corporate - Reserve Funds for capital and operating items of a corporate nature, as directed by Council. The reserve funds with the largest balances are: Strategic Infrastructure Partnership, Land Acquisition and Transit Infrastructure.

Community Initiatives - Reserve Funds that provide funding for a variety of grants programs, as directed by Council. The reserve funds with the largest balances are: Childcare Capital Cost, Child Care Expansion and Capital Revolving – Affordable Housing.

State of Good Repair – Reserve Funds for the rehabilitation and major repair of City assets, as directed by Council. The reserve funds with the largest balances are: Waste Management, Solid Waste Perpetual Care and Public Realm.

Obligatory Reserve Fund Sub-Categories (Also known as Deferred Revenues)

Development Charges – Reserve Funds that hold funding received from real estate developers that will be used offset the capital cost of providing growth-related municipal infrastructure that may be required as a result of the new development. The reserve funds with the largest balances are: Parks & Recreation, Transit and Water.

Community Services – Reserve Funds for specific community services by legislation, regulation or agreement. The reserve funds with the largest balances are: National Child Benefit, Social Housing Federal and Kids @Computers Scholarship Project.

Parkland Acquisition/New Development – Reserve Funds that provide funding for the acquisition of parkland and/or other public recreational purposes, including the erection of buildings and the acquisition of machinery for park or recreational purposes. The reserve funds with the largest balances are: Alternative Parkland Dedication, City-Wide Land Acquisition and South District Local Land.

Third Party Agreements - Reserve Funds that provide funds for purposes established in agreements with a third party. The reserve funds with the largest balances are: Section 16, Gardiner West and Public Realm Improvement.

Public Transit Funds – Funds received from Other Orders of Government that are specific to public transit expansion. The reserve funds with the largest balances are: MoveOntario 2020, Toronto-York Spadina Subway Extension and Canadian Strategic Infrastructure.

State of Good Repair – Reserve Funds that are set aside by reason of legislation, regulation or agreement for the rehabilitation and major repair of City assets. The reserve funds with the largest balances are: Building Code Act Service Improvement and Harbourfront Parkland.

Water/Wastewater – Reserve Funds that are set aside by reason of legislation, regulation or agreement for water/wastewater Reserve Funds capital projects. The reserve funds with the largest balances are: Wastewater Capital and Water Capital.

Parking Authority - Reserve Funds that are set aside by legislation, regulation or agreement with the Toronto Parking Authority. The reserve funds with the largest balances are: Parking Authority Shopping Mall Rented Properties and Parking Payment In Lieu.

Planning Act – Reserve Funds that hold and dispense funds collected under the Provincial Planning Act. The reserve funds with the largest balances are: Section 37, Section 45 and Transportation Cash-in-Lieu.

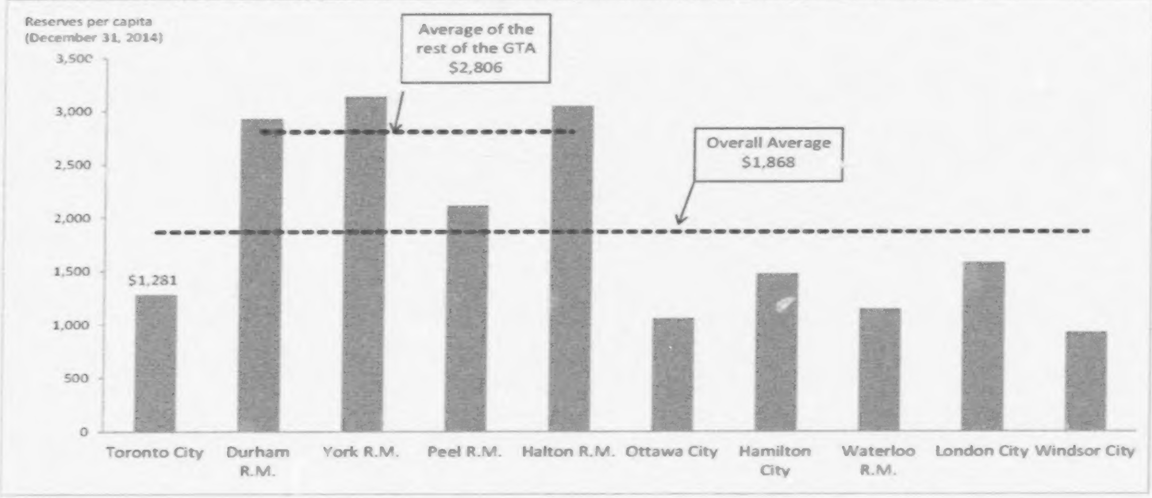
MAJOR RESERVES & RESERVE FUNDS/GROUPS WITH MAJOR REVENUE SOURCES AND SERVICES PROVIDED

Reserve Type	Major Funding Source(s)	Services Provided
Capital Financing	Prior Year Surplus revenue.	Funding primarily for priority transit and transportation projects and other major city building projects.
Development Charges	Property Developers.	Funding for all growth related municipal infrastructure.
Donations	Citizen and corporate donations.	Funding for a wide variety of projects across all program areas.
Employee Benefits	Non-Program Operating Budget.	Funding for employee benefits costs for employees and retirees.
Land Acquisition	Proceeds from sale of lands.	Multiple accounts used by individual programs or all programs to help fund the acquisition of land.
Parkland Acquisition	Contributions from Property Developers for cash in lieu of parklands.	Funding is used by Parks, Forestry & Recreation Division to acquire property for parklands.
Section 37	Contributions from property owners as set out in a development agreement under Section 37 of the Provincial Planning Act.	Funds are used by the City for a wide variety of community improvements identified in site specific bylaws.
Stabilization	Program operating contributions.	Holds funds to stabilize the City's program budgets from year to year due to various unanticipated financial pressures.

State of Good Repair	Program operating contributions.	A variety of SOGR program/project specific accounts existing to hold funds for the rehabilitation and major repair of major city assets, as directed by Council.
Strategic Infrastructure Partnership	One-time monetization of a corporate hydro bond.	Provides funding for major infrastructure programs (ie. transit and waterfront) in partnership with other orders of government and major environmental capital projects with external funding partners.
Tax Rate Stabilization	Prior Year Surplus revenue.	Provides funding for any future operating deficit.
Transit	Funding from provincial and federal orders of government.	Funding for replacement and new transit vehicles and related infrastructure.
Vehicle & Equipment	Program operating contributions.	Vehicles and equipment for all major programs
Waste Management	Fees changed to households for waste collection. Fees collected at solid waste transfer stations.	Funding for development and operation of city's waste facilities.
Water/Wastewater Capital	Net revenues from water/wastewater operations.	Holds funding for water/wastewater capital projects.
Working Capital	Prior Year Surplus revenue.	Holds funding to stabilize the City's budgets from year to year due to various unanticipated financial pressures.

On a comparative basis, the City's overall reserve fund balance on a per capita basis is much lower than those in other Ontario jurisdictions. Toronto's 2014 reserve per capita of $1,281 was considerably less than the rest of the GTA ($2,806), and 69% of the provincial average ($1,868). The City has established long-term reserve strategies for major reserves, e.g. employee benefits reserves, landfill sites and water and wastewater stabilization reserves, and make sure that adequate funds are in place, by determining needs and establishing contribution policies.

Comparison of Per Capita Reserves and Reserve Fund Balances



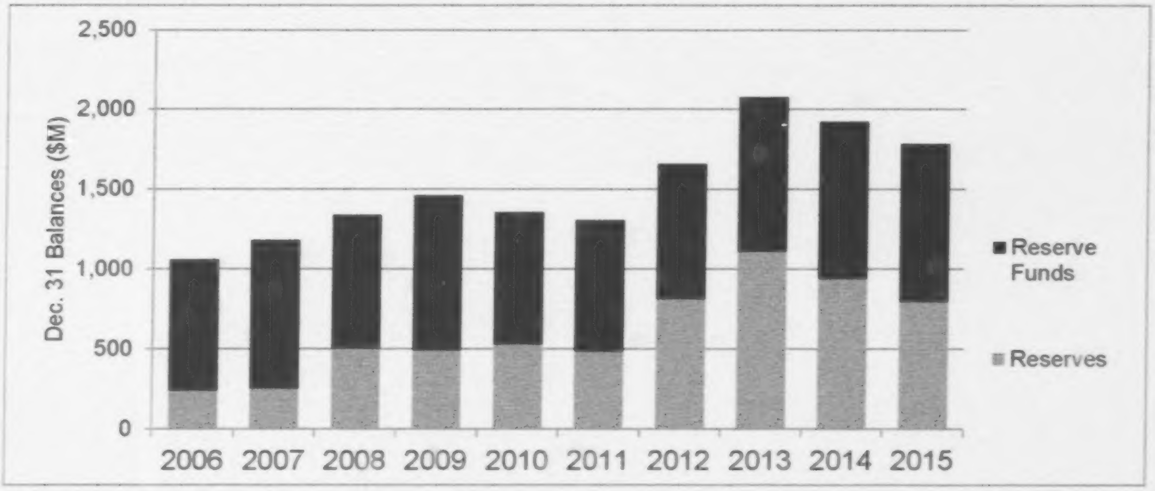
Sources: Ontario Ministry of Municipal Affairs & Housing – 2014 FIR
Regional data consolidated for upper and lower tiers
Balances include Obligatory Reserve Funds/Deferred Revenues

Reserve and Reserve Funds Matrix, by major reserve fund grouping

PROGRAM/R&RF CATEGORY	Corporate	Stabilization	Community Services	Donations	Development Charges	Parkland Acquisition	Third Party Agreements	Public Transit	Water/ Wastewater	Parking Authority	Planning Act	Employee Benefits	State of Good Repair
Affordable Housing Office	X	X	X		X						X	X	
Children's Services	X		X		X						X	X	X
City Council	X											X	
City Planning	X						X				X	X	
Courts Services	X	X										X	
Economic Development & Culture	X	X	X	X			X				X	X	X
Emergency Medical Services	X				X							X	
Facilities Management	X											X	X
Finance	X	X			X		X				X	X	
Fire	X			X	X							X	
Fleet Services	X											X	
Long-Term Care Homes & Services	X		X		X						X	X	X
Municipal Licensing & Standards	X		X									X	
Parks, Forestry & Recreation	X			X	X	X	X				X	X	X
Police	X				X							X	
Public Health	X				X							X	
Shelter, Support & Housing Admin.	X	X			X						X	X	X
Social Development	X	X	X		X							X	
Solid Waste Management Services	X				X							X	X
Technical Services	X											X	
Toronto Building	X											X	
Toronto Parking Authority	X									X		X	
Toronto Water	X	X			X				X			X	
Transit	X	X			X		X	X				X	
Transportation Services	X	X			X			X			X	X	X
Zoo	X											X	X

The following chart shows the historical trend of reserve and reserve fund balances since 2006. While the overall trend had been rising, there was a brief dip between 2009 and 2011 after the recession. Growth resumed in 2012 and 2013 as a result of funds being directed to the Capital Financing Reserve. The declines in 2014 and 2015 represent subsequent large withdrawals from the Capital Financial Reserve to fund transportation and transit projects.

City's Reserves and Reserve Funds
(Excluding Obligatory Reserve Funds/Deferred Revenues)



Deferred Revenues

Funds that are set aside for specific purposes by legislation, regulation or agreement and may only be used in the conduct of certain programs or the completion of specific work are reported as Deferred Revenues (previously Obligatory Reserve Funds). These include funds received from the other orders of government, Development Charges from third parties earmarked for certain purposes, e.g. Transit, Social Housing, Parkland Acquisition, Long Term Care Homes and Services. These amounts are recognized as liabilities in the year the funds are deposited, and received into revenue in the fiscal year the related expenditures are incurred or services performed. These funds are all committed, for uses including funding the City's priority capital needs like transit expansion.

CAPITAL FINANCING AND DEBT

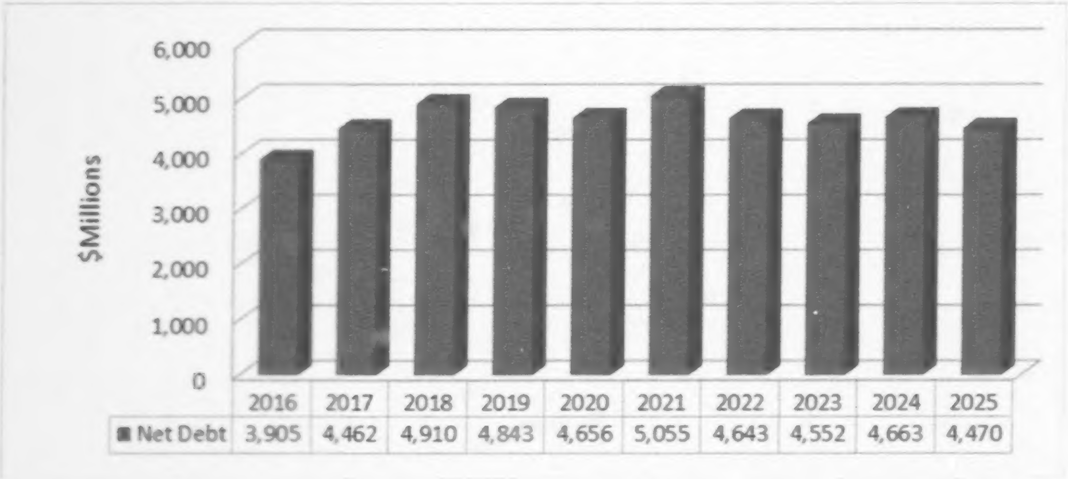
The City borrows money to finance capital expenditures. It cannot borrow to finance operating expenditures under the City of Toronto Act. The goal for capital financing is to maximize all funding from external sources, including federal and provincial governments, development charges, donations and reserve funding, before using the City's own revenue sources, namely operating contributions to capital and the issuance of debt. Toronto has enjoyed relatively low debt levels in the past; however, in light of the growing capital infrastructure needs, there is a sizeable and growing gap between future capital expenditure needs and ongoing sustainable revenue sources. As well, the City does not have the fiscal capacity for all necessary growth related expenditures, e.g. TTC and Transportation Services needs. For the next ten years, the TTC is projected to make up the majority of the new debt required to fund the City's capital requirements, most of which is for new infrastructure and enhancement projects rather than state-of-good-repair projects.

The City has implemented a framework for developing multi-year capital and operating budgets that ensure that limited resources are aligned to priorities to maximize the benefits for Toronto's residents.

The City in 2010 refinanced parts of its debt by paying down existing debt and borrowing funds for selected projects on 30-year terms as opposed 10-year terms. The 30-year debt was used to finance long-term assets to more closely match the life span of the infrastructure being built or purchased, e.g. subway tunnels and subway cars.

Even with the above-noted actions, estimates showed that the City's net long-term outstanding debt would increase from $3.9 billion in 2016 to peak at approximately $5.1 billion in 2021, and then decrease to $4.5 billion by 2025 as shown in the chart below.

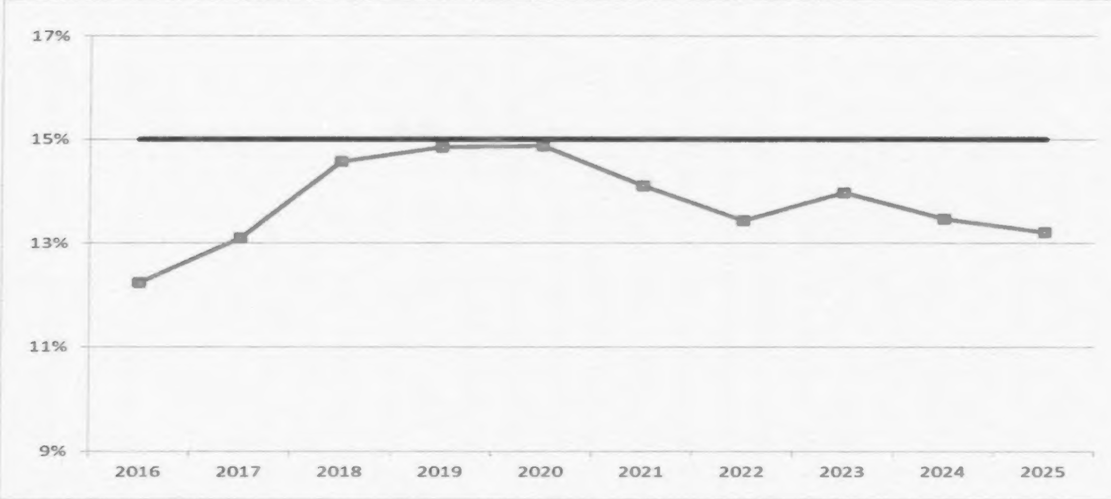
City of Toronto Net Debt (Including Scarborough Subway) – 2016 to 2025



City Council has ultimate authority in setting borrowing restrictions as the City of Toronto is exempt under the City of Toronto Act from the Provincial Municipal Act requirement that generally limits long-term borrowing of other municipalities to 25% of most own-source revenues (excluding development charges). Nevertheless, the City of Toronto's debt service limit is well under the Provincial standard.

City Council previously approved a debt service limit such that the debt service cost (annual principal and interest payments) would not exceed 15 per cent of property tax revenues in a given year. This limit means that at least 85 cents on each tax dollar raised is available for operating purposes. As shown in the chart to follow, the City is expected to stay below the 15% debt charges to Property Tax Levy ratio limit over the next ten years.

Debt Charges as a % of the Property Tax Levy – 2016 to 2025

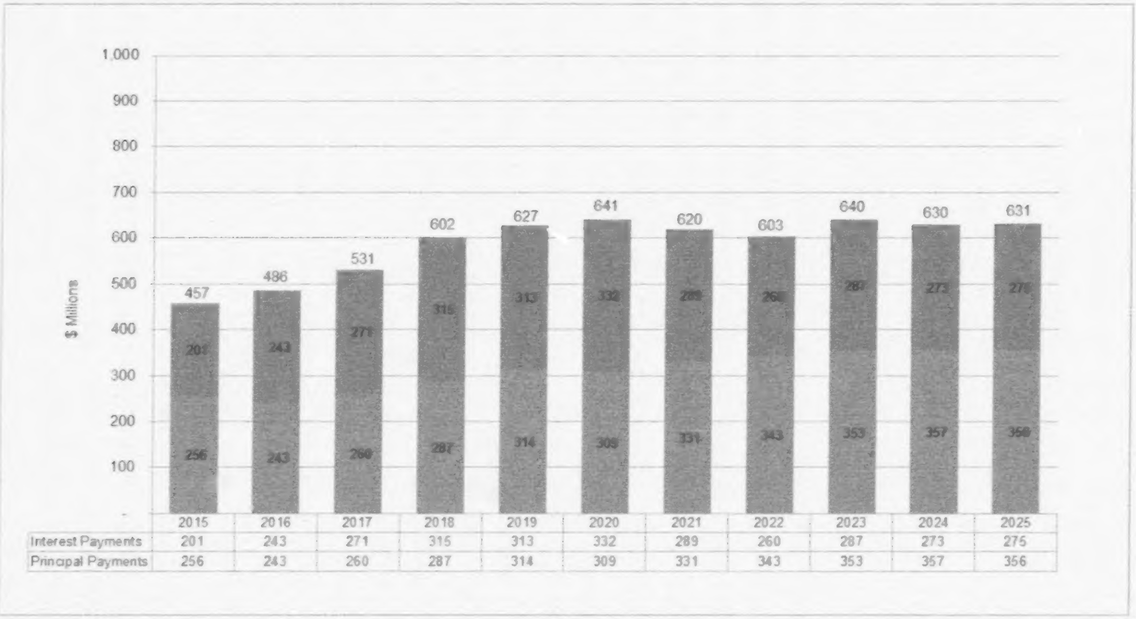


Compared to the 2015-2024 Capital Budget and Plan, the 2016-2025 Capital Budget and Plan increased capital expenditures for the common 9 years of the Plan by $2.2 billion. The majority of this additional funding is required to fully fund the rehabilitation of the F. G. Gardiner Expressway. $1.3 billion has been added to accelerate repairs that could further accelerate the work by up to 6 years.

All non-debt sources of funding were maximized in 2016. It should be noted that, debt still represents 39% of total funding required funding for capital work, while Capital-from-Current (CFC) accounts only for 10% of funding. Accordingly, the City capital financing strategy seeks to increase the level of capital investment funded from property taxes (ie. CFC).

To meet its borrowing obligations, the City budgets debt service charges in its Operating Budget to repay both the principal and interest cost associated with its debt issuance for capital projects. In 2016, the debt service charge is budgeted at $486 million, increasing to a high of $641 million in 2020 before dropping to $631 million by the end of the Capital Plan period in 2025. As shown in the chart to follow, the split between principal and interest is forecasted to remain relatively stable with principal representing between 48-57% of the total over the forecast period.

Debt Charges – 2016 to 2025



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Interest Payments	201	243	271	315	313	332	289	260	287	273	275
Principal Payments	256	243	260	287	314	309	331	343	353	357	356

CAPITAL MARKET AND INVESTMENT ACTIVITIES

Investment Activity

The City owns and manages the General Group of Funds and the Sinking Fund, each having specific goals and objectives. The General Group of Funds portfolio is composed of two individual funds (the Bond and Money Market Funds) that are managed interactively. The Bond Fund is positioned to fund the City's future reserve and reserve fund requirements and therefore takes a longer view of the market. The Money Market portfolio is primarily focused on ensuring that adequate liquidity is maintained to meet the immediate cash flow requirements of the City's daily operations. The Sinking Fund is for the use of retiring the City's debt as it becomes due and payable. The City also manages other smaller funds where the assets are not owned by the City (e.g. Trust Funds).

Investment earnings compose of the annual earned interest income and capital gains/losses that are realized on each portfolio. In 2015, investment earnings on the City's managed funds totalled $137.4 million. The earnings were allocated to the Operating Budget ($120.9 million) and reserve funds ($16.5 million) according to the Council approved interest allocation policy.

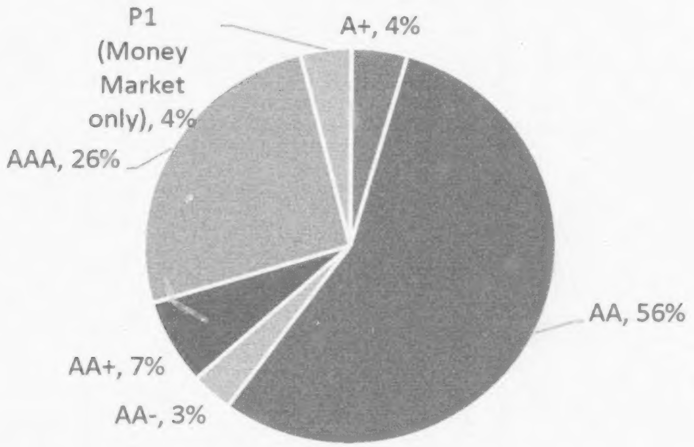
The 2015 distribution of investment earnings is summarized in the following table:

Portfolio ($ million)	Average Capital Balance	Earned Income	Return on Capital
1. Bond Fund	$2,935.3	$118.3	4.0%
2. Money Market	$2,134.6	$19.1	0.9%
Total General Funds	$5,069.9	$137.5	2.7%

The Operating Budget component was under budget in the Non-Program account by $0.9 million. This variance was due to a higher than targeted income allocation to the reserve funds which was attributable to slower than forecasted spending of the reserve funds. The $137.5 million in investment revenue generated in 2015 was lower than the $143.7 million generated in 2014 as forecasted. The decline was due to persistent low interest rates. Indeed, interest rates made new historic lows in 2015.

The City's General Fund continues to exhibit high credit quality and liquidity (see pie chart below), especially during these extended periods of economic turbulence and market turmoil. The pie chart below shows a breakdown of the City's fund by credit quality (ie. AAA, AA+, AA, AA-).

Credit Quality – Total General Fund
As at December 31, 2015



Markets Review and Outlook

2015 was a volatile year for Canadian fixed income markets. International factors such as the slowdown in Chinese economy and the ongoing decline in oil and other resource prices, had big influence on the Canadian market. The Bank of Canada (BoC) cut rates by 25 bps on January 21, 2015. The BoC cited the spillover effect of the oil price decline beyond the oil sector itself to the broader economy, and also the effect that the declining price of exports relative to imports would have on the incomes of all Canadians as reasons for the cut. BoC cut rates for a second time in July 2015 as a result of continued weakness in commodities and GDP growth.

The Canadian dollar depreciated by 16% against the U.S. dollar in 2015. It was driven by weak commodities, weak GDP data, and by the Bank of Canada's unanticipated rate cut in July.

In 2016, short term interest rates are expected to remain low in 2016 with rate hikes likely to start in 2017 while longer term interest rates could progressively start to rise in 2016.

Capital Financing Activity
During 2015, the City issued in the public capital market $700 million of the $900 million that was approved for the year, consisting of $300 million 10-year debentures and $400 million 20-year debentures.

For 2016, a debt issuance of $900 million was again approved by Council but due to the non-debt funding strategy, only $600 million in debt is likely to be issued.

Aligning the term-to-maturity of the City debt issuance to match the economic life of the City's infrastructure assets and providing liquidity to investors through larger bond issues are very important features of the City's debt issuance program. The program has been structured to issue debt with 10, 20 and potentially 30 year terms as well as the ability to reopen bond issues, depending upon capital market conditions.

The City continues to monitor the domestic and international capital markets as well as evaluating alternative financing vehicles to identify opportunities to achieve the lowest cost of capital funds during 2016.

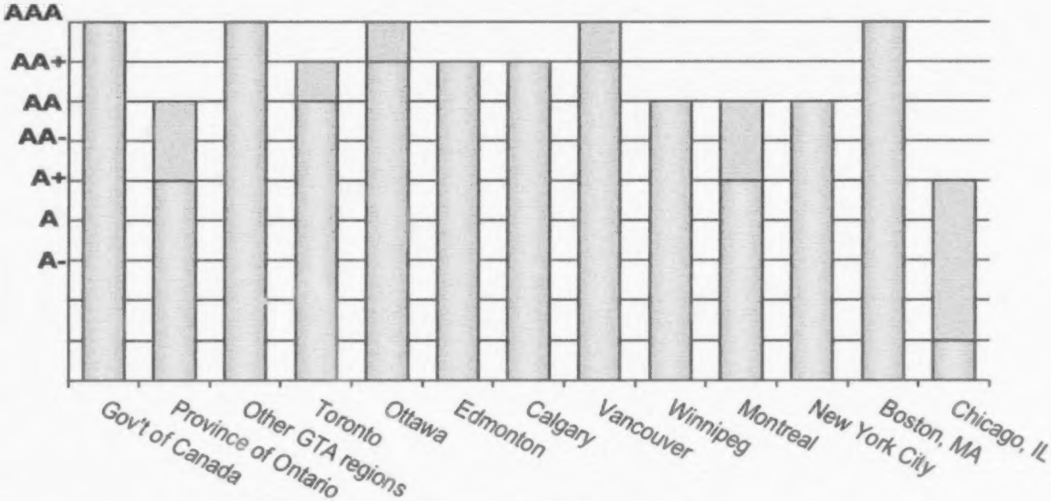
CREDIT RATINGS

The City of Toronto is recognized as an important participant in global financial markets. The maintenance of a high quality credit rating is essential to ensure that the City's ability to access the most cost-effective world capital markets will continue as it needs to borrow funds for capital purposes.

Credit rating agencies assess the City's financial position by comparing it with other cities and regions. A number of factors affect the credit rating, such as quality of management; strength of economy; level of reserves, state of repair of assets, debt levels, etc. If a municipality's current debt levels and future trends appear to be high, this will have a negative impact on its credit rating. If debt levels are considered low, this will have a positive impact. The rating essentially indicates the City's ability to make payments on the debt now and in the future.

Credit ratings affect the City's ability to borrow, as well as the cost of borrowing. A higher rating translates into a lower cost of borrowing, as well as a wider market for investors to invest in City debt. Below a certain rating, investors may have policies that don't allow them to purchase the City's debt. Then the City would have to offer a higher interest rate to attract investors.

The City's credit rating remains comparable to other large North American cities such as New York, Boston, Vancouver and Montreal.



▨ = Range of ratings by Moody's, S&P's & DBRS

Toronto's credit rating: Moody's: Aa1 (=AA+);
DBRS: AA (stable), S&P's: AA (stable)

Currently, the City of Toronto's credit ratings are:

- AA with a stable outlook from Standard and Poor's Canada (S&P's) — confirmed October 28, 2015
- AA with a stable trend from the Dominion Bond Rating Service Ltd.(DBRS) — confirmed August 7, 2015
- Aa1 with a stable outlook from Moody's Investor Service — confirmed June 4, 2015

City of Toronto's Credit Rating History	1997 and Prior	1998-2001	2002-2015
Dominion Bond Rating Service	AAA	AA (High)	- AA (Stable)
Standard and Poor's	AA+/ AAA	AA+	- AA (Stable)
Moody's Investors Services	Aa2	Aa2	- Aa1 (Stable) (Equivalent to AA+)

Credit Rating agencies regularly issue reports respecting the industries and individual issuers. Here are some of the excerpts from those reports that generally explained the high rating held by the City of Toronto.

"The ratings reflect our view of Toronto's exceptional liquidity, very strong economy, low debt burden, strong financial management, and strong budgetary flexibility. The ratings also reflect our positive view of the "very predictable and well-balanced" institutional framework for Canadian municipalities."

Standard & Poor's, October 28, 2015

"The ratings are supported by Toronto's large and well-diversified economy, manageable debt burden and track record of fiscal prudence in recent years that has helped to build a considerable base of liquidity to manage unforeseen events."

DBRS, August 7, 2015

"The City of Toronto's Aa1 rating benefits from a low debt burden (43% of operating revenue in 2013), a healthy liquidity profile evidenced by a net cash position, a large and diversified economic base as well as a track record of consolidated surpluses over the last five years. The rating also reflects the city's additional unique taxation powers, which allow it to access additional revenue sources besides property taxes and user charges for environmental services."

Moody's Investors Service, June 4, 2015

2016 Operating Budget Overview

2016 Council Approved Tax Supported Operating Budget

SUMMARY

The City of Toronto's Council approved the 2016 Rate Supported Operating Budget on December 9 and 10, 2015 and the 2016 Tax Supported Operating Budget on February 17, 2016. This report presents the 2016 Council Approved Tax Supported Operating and Rate Supported Operating Budgets. The 2016 Council Approved Tax Supported Operating Budget is $10.067 billion gross and $3.931 billion net (excluding the Scarborough Subway Extension Special Levy). The Rate Supported Operating Budget consists of Toronto Water Services, Solid Waste Management Services and Toronto Parking Authority.

The 2016 Council Approved Tax Supported Operating Budget focuses on transit services, traffic congestion strategies, public safety and wellness, arts and culture, parks and recreation. It makes key investments in keeping people moving with improved support to the City's most vulnerable residents through various poverty reduction initiatives of $48.375 million gross and $29.616 million net. In addition to maintaining current service levels, the City will make new investments while keeping the costs of City services affordable with a residential property tax increase of 1.3%.

For a fourth consecutive year, use of the prior year's surplus was eliminated. However, the 2016 Council Approved Tax Supported Operating Budget is reliant on the assumption the Municipal Land Transfer Tax (MLTT) stabilizing at the 2015 actual level or increased by $100.5 million from the 2015 Approved Operating Budget, one-time revenue sources such as dividends and reserve contributions as well as a $11.2 million in unidentified reductions to be allocated across the City's Programs and Agencies. The 2016 Council Approved Operating Budget has not addressed the City's fundamental fiscal challenges or risks. Therefore, 2016 is a transition year to a more material discussion which must be held with City Council prior to the 2017 Budget process with the goal of achieving a sustainable fiscal plan.

Furthermore, the 2016 Council Approved Tax Supported Operating Budget includes a 25-cent cash fare increase and 10-cent increase for tokens and requires a 0.9% average tax levy increase over the 2015 budget which is well below the general rate of inflation. Based on the City's tax policy, this results in a 1.3% residential and 0.43% non-residential property tax increase. With City Council approving the final year of the three year phase-in of the additional tax levy for the Scarborough Subway construction (0.6% residential and 0.2% non-residential) the overall total municipal tax increase for 2016 will be 1.3% resulting in a 1.9% residential and a 0.63% non-residential tax rate increase.

2017 and 2018 Plan

The City continues to face budgetary pressures in upcoming years. It is estimated that the pressure in 2017 and 2018 will be $446.6 million and $241.0 million respectively. The pressures are primarily being driven by:

- Expenditures due to inflationary costs of providing prior year services and service levels including cost of living adjustments and the annualization of costs for 2016 service investments. In addition, TTC's costs continue to grow including service improvements with the full implementation of Presto.
- Substantially slower revenue growth driven by lack of projected increase in the MLTT revenue, loss of Provincial funding and reversal of one-time revenue sources used to balance the 2016 budget.
- Demand for new service investments.

As a result, the 2017 and 2018 Plan continues to contain fiscal risks that the City needs to manage, such as revenue reliance on the MLTT and increase in TCHC expenses. In addition, addressing unmet capital needs of over $22 billion will incur significant operating impact on future debt servicing charges.

In preparation for the 2017 Budget process, City Council needs to determine what the City wants "to be", establish spending priorities for desired outcomes and explore all revenue funding options. Strategies will be brought forward to support Council's decision making in this regard.

Financial Impact

2016 Operating Budget Overview

The 2016 Council Approved Tax Supported Operating Budget is $10.067 billion gross and $3.931 billion net, resulting in a $81.9 million increase in gross expenditures and an $82.6 million increase in net expenditures over the 2015 Approved Operating Budget. The $82.6 million Net Operating Budget increase has been funded by an overall tax rate increase of 0.9% after assessment growth, which is below the general rate of inflation, as outlined in Table 1.

Table 1
2016 Council Approved Tax & Rate Supported Operating Budget
($ Millions)

	2015		2016		Change			
					Gross		Net	
	Gross	Net	Gross	Net	$	%	$	%
City Operations	4,960.3	2,049.5	5,065.7	2,087.5	105.4	2.12%	38.0	1.9%
Agencies	3,598.6	1,822.1	3,602.2	1,879.9	3.6	0.10%	57.8	3.2%
Corporate Accounts	1,426.6	(23.0)	1,399.6	(36.2)	(27.0)	(1.90%)	(13.2)	(57.4%)
Net Operating Budget	**9,985.5**	**3,848.6**	**10,067.4**	**3,931.2**	**81.9**	**0.82%**	**82.6**	**2.1%**
Special Levy for Scarborough Subway				40.7				
Total Rate Supported	**1,586.1**		**1,684.4**		**98.3**	**6.20%**		
Total Tax & Rate Supported	**11,571.7**	**3,848.6**	**11,751.9**	**3,971.9**	**180.2**	**1.56%**	**123.3**	**3.2%**

Note: Excluding the Scarborough Subway Extension.

2016 Budget Changes

The 2016 Council Approved Tax Supported Operating Budget reflects changes made by Budget Committee on January 26, 2016, Executive Committee on February 9, 2016, and Council on February 17, 2016 to the 2016 Preliminary Operating Budget as outlined in Table 2 below.

- Year 3 of the 4 year $25/capita phase-in of funding for Arts and Culture.
- Transit Service Improvements.
- Poverty Reduction.
- Mayor's Task Force on Toronto Community Housing initiatives.
- Transportation and Traffic Congestion.
- Emergency Services Prevention and Response.
- Expanding Toronto's Tree Canopy.

The changes will be funded by an increased contribution from the Social Housing Stabilization Reserve and corporate revenues combined with a decrease in discretionary expenditures for City Programs and Agencies and further reductions in Toronto Police Service's and TTC's base budgets.

Table 2
Recommended Changes
($ Thousands)

	Approved Positions	2016 Operating Budget ($000s)			Incremental Increase	
					2017 ($000s)	2018 ($000s)
		Gross	Revenue	Net	Net	Net
2016 Preliminary Operating Budget as at December 15, 2015	**51,593.7**	**10,036,055.2**	**6,081,787.1**	**3,906,028.1**	**420,653.2**	**247,975.2**
Council Directed items for Consideration						
Economic Development & Culture - Increase funding for Arts & Culture $25/capita phase-in	9.0	5,000.0		5,000.0	137.7	21.7
Parks, Forestry & Recreation - Increase funding to offer recreation programs on Family Day	5.0	250.0		250.0		
Toronto Paramedic Services - Add 57 new paramedic positions and 2 new superintendents	59.0	3,228.2		3,228.2	1,612.2	(1,370.0)
Engineering & Construction Services - Add 11 seasonal Inspectors of Municipal Construction required for capital projects	11.0	1,095.2	1,095.2			
Fire Services - Add 17 Fire Prevention and Public Education Staff as part of	17.0	692.7		692.7	1,302.3	
Transportation Services - Add 4 temporary positions for implementation of 30 km/hr speed limit	4.0	400.0	400.0			
Total - Council Directed items for Consideration	**105.0**	**10,666.1**	**1,495.2**	**9,170.9**	**3,052.2**	(1,348.4)
Poverty Reduction						
Long Term Care Homes & Services - Expansion of the Homemakers and Nurses Services Program		750.0	600.0	150.0		
Parks, Forestry & Recreation - Implementation of 1 new Youth Space	2.8	149.0		149.0	16.0	
Shelter, Support & Housing Administration						
Implement 24 hr Cold Weather Drop-in service		416.0		416.0		
Increase Purchase of Service Rate by 2%		1,124.2		1,124.2		
Implement Housing First Pilot Program						
Social Development, Finance & Administration						
Add 1 to the Office of the Treasurer (PMM) to provide support for Social Procurement initiative. Cost of position will be shared between PMM and		32.7		32.7	12.4	
Re-establish Toronto Youth Employment Program	6.0	632.8		632.8		
Office of the Treasurer - Add 1 position to Support for the Social Procurement initiative. Half of cost to be recovered from SDFA	1.0	65.5	32.7	32.7	12.4	1.5
Toronto Employment & Social Services - Increase funding to continue the Employment Program for Single Parents		300.0		300.0		
Toronto Public Health						
Increase funding for projects to address HIV prevention, harm reduction and youth resiliency		150.0	112.5	37.5		
Increase funding of Student Nutrition Toronto to strengthen current programs		641.5		641.5		
Increase funding for Student Nutrition Toronto to expand to 49 new sites		853.1		853.1		
Toronto Public Library						
Increase funding for full year Sunday Service at 8 branches		263.2		263.2		
Increase funding for Sunday Service (37 Sundays per year) at 6 branches		294.3		294.3		
Add 2 new Youth Hubs	2.0	200.0		200.0		
Increase funding to provide Internet Wi-Fi hotspot lending as part of the Toronto Strong Neighbourhood Strategy 2020		100.0		100.0		
Add a Digital Innovation Hub at Malvern Branch SPOT youth space	1.0	100.0		100.0	37.5	
Total - Poverty Reduction	**12.8**	**6,072.3**	**745.2**	**5,327.0**	**78.3**	**1.5**
Referred to the Budget Process						
City Manager's Office - Increase funding to extend Participatory Budgeting	1.0	138.1		138.1	34.0	
Toronto Transit Commission - Add 20 fare enforcement personnel for Proof of Payment Fare inspections	20.0	1,651.0		1,651.0		
Total - Referred to the Budget Process	**21.0**	**1,789.1**		**1,789.1**	**34.0**	
Service Level Changes Requested by Parks & Environment Committee						
Parks, Forestry & Recreation						
Increase funding to enhanced evening and weekend park monitoring and maintenance in summer months	2.1	176.6		176.6		
Increase funding to meet horticulture bed maintenance standards	3.6	290.7		290.7	59.0	
Increase funding to achieve original tree canopy goal timelines		1,663.7		1,663.7		
Add 5 additional hydro sites to Master Agreement with Hydro One		110.0		110.0		
Fleet Services - Increase in vehicle (2) rental, equipment and fuel charges to address increased PF&R demand		160.2	160.2			
Total - Service Level Changes Requested by Parks & Environment	**5.6**	**2,401.2**	**160.2**	**2,241.0**	**59.0**	

	Approved Positions	2016 Operating Budget ($000s)			Incremental Increase	
					2017 ($000s)	2018 ($000s)
		Gross	Revenue	Net	Net	Net
Toronto Transit Commission Board Approved						
Additional funding to improve streetcar service reliability	30.0	2,100.0	900.0	1,200.0	1,400.0	
Add 17 positions and funding for earlier Sunday Transit Service	17.0	1,700.0	1,100.0	600.0	800.0	
Total - Toronto Transit Commission Board Approved	**47.0**	**3,800.0**	**2,000.0**	**1,800.0**	**2,200.0**	
Toronto Public Health Board Approved						
Increase funding to support immunizations offered through day nursery	6.0	537.7	403.3	134.4	(1.7)	
Increased funding for additional mandatory inspection of fridges of pharmacies providing influenza vaccine	2.0	156.2	156.2			
Increase funding for inflationary increase to Urban Health Fund		56.8	42.6	14.2		
Total - Toronto Public Health Board Approved	**8.0**	**750.8**	**602.1**	**148.6**	(1.7)	
Other Investments						
Children's Services - Increased Provincial funding for the Wage		18,246.0	18,246.0			
Economic Development & Culture - Add 1 position to meet increased demand of Business Improvement Area Capital Cost-Sharing Program.	1.0	114.0	114.0			
Shelter, Support & Housing Administration - Increase funding to support Mayor's Task Force on Toronto Community Housing recommendations		5,475.0		5,475.0	(1,300.0)	
Municipal Licensing & Standards - Maintain Taxi Licensing Fees at 2015		(222.0)	(222.0)			
Policy, Planning, Finance & Administration - Add a one-time increase in funding to advance the City's technical review of reports and studies in support of the Regional Express Rail (RER) program, to be recovered from Metrolinx		254.4	254.4			
Transportation Services - Add funding for Paid Duty Officers to provide traffic management		250.0		250.0		
Legal Services - Add 1 Lawyer for increased Planning and Tribunal work	1.0	129.0		129.0		
Auditor General's Office - Add 2 positions to reduce backlog of projects and reduce the City's risk exposure. Positions will be dedicated to TTC review	2.0	211.0		211.0	70.0	5.0
Corporate - Reinstatement of a Reduced XL Bin Solid Waste Rebate		2,230.0		2,230.0		
Total - Other Investments	**4.0**	**26,687.4**	**18,392.4**	**8,295.0**	(1,230.0)	**5.0**
Reduction Strategies:						
Shelter, Support and Housing Administration's - Increase contribution from the Social Housing Stabilization Reserve			12,500.0	(12,500.0)	12,500.0	
Toronto Employment and Social Service's - Reduce Contribution to National Child Benefits Supplement Reserve		(4,600.0)		(4,600.0)	2,414.0	
Toronto Police Services - Decrease to discretionary expenditures		(3,000.0)		(3,000.0)		
Toronto Transit Commission - Decrease to discretionary expenditures		(5,000.0)		(5,000.0)		
Non-Program Expenditures - Decrease to discretionary expenditures for Agencies (excl Police and TTC)		(1,249.0)		(1,249.0)		
Non-Program Expenditures - Decrease to discretionary expenditures for City Divisions		(9,968.2)		(9,968.2)		
Non-Program Revenues - Add a one-time special dividend from the Toronto Parking Authority			5,000.0	(5,000.0)	5,000.0	
Non-Program Revenues - Add a one-time special dividend from the Toronto Port Lands Corporation			5,000.0	(5,000.0)	5,000.0	
Non-Program Revenues - Increase Payments in Lieu of Taxes by reducing the appeal provision			5,500.0	(5,500.0)		
Total - Reduction Strategies		(23,817.2)	**28,000.0**	(51,817.2)	**24,914.0**	
2016 BC Rec'd Operating Budget as at January 26, 2016	**51,797.1**	**10,064,404.8**	**6,133,182.4**	**3,882,982.5**	**449,759.1**	**246,633.3**
Executive Committee - February 9, 2016						
Economic Development & Culture (Motion)						
Reduce New/Enhanced FTE by 3 and provide funds directly to community org	(3.0)					
Social Development, Finance & Administration (Motion)						
Increase funding to the Toronto Newcomer Office for the purposes of the Syr	**1.0**	220.0	220.0			
2016 EC Rec'd Operating Budget as at February 9, 2016	**51,795.1**	**10,064,624.8**	**6,133,402.4**	**3,882,982.5**	**449,759.1**	**246,633.3**

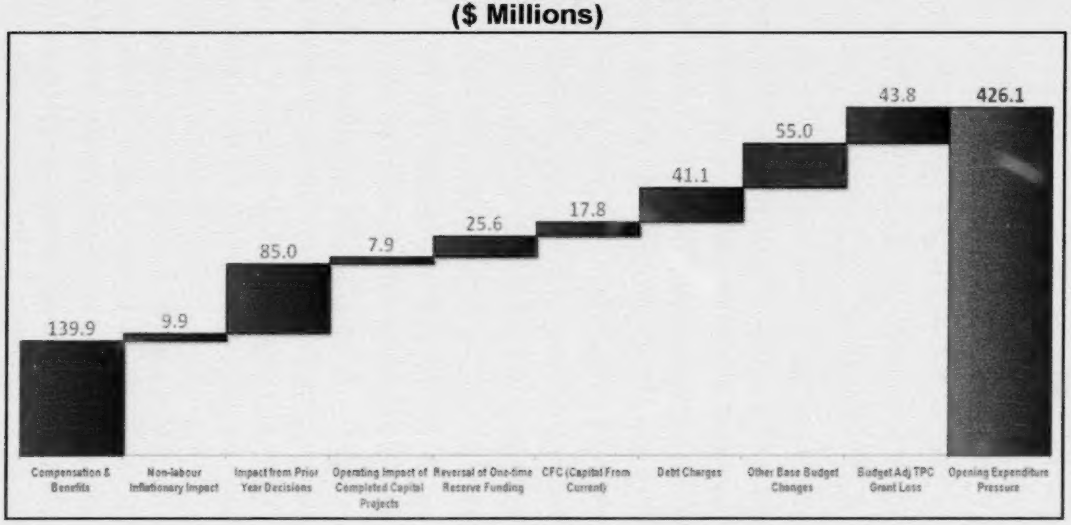
	Approved Positions	2016 Operating Budget ($000s)			Incremental Increase	
					2017 ($000s)	2018 ($000s)
		Gross	Revenue	Net	Net	Net
City Council - February 17, 2016						
Children's Services (Motion)						
Increase funding for Child Subsidies		1,250.0	1,250.0		2,000.0	
Economic Development & Culture (Motion)						
Increase New/Enhanced FTE by 3 Positions	3.0					
Parks, Forestry & Recreation (Motion)						
Add funding for a skating area on Grenadier Pond funded from the tax stabalization reserv		25.0	25.0		25.0	
Parks, Forestry & Recreation (Motion)						
Increase funding for youth spaces funded from the tax stabalization reserve		297.0	297.0		297.0	
Shelter, Support & Housing Administration (Motion)						
Increase funding for Syrian Refugee rent supplement program		750.0	750.0			
Social Development, Finance & Administration (Motion)						
Increase funding for Youth Development Unit for FTC Toronto Crime Prevention Progra		220.0		220.0		
Toronto Police Service (Motion)						
Decrease expenditures to offset funding for FTC Toronto Crime Prevention Program		(220.0)		(220.0)		
Toronto Public Health (Motion)						
Increase funding for the Student Nutrition Program.		109.0	109.0		109.0	
2016 CN Appr'd Operating Budget as at February 17, 2016	**51,798.1**	**10,067,055.8**	**6,135,833.4**	**3,882,982.5**	**452,190.1**	**246,633.3**

Balancing the 2016 Operating Budget

The opening service/cost pressures that the City faced in 2016 is not new. During the 2015 Budget process Committee and Council were advised that balancing the 2016 operating pressure of $426 million prior to a property tax increase would be a significant challenge moving forward. It was further identified that annual inflationary tax increases are insufficient to cover growing gross expenditures (specifically compensation costs in certain City Programs and Agencies). The 2016 Operating Plan pressure forecasted at that time of $426 million was equivalent to a residential property tax impact of approximately 16%.

The actual 2016 expenditure pressure facing the City is $426.1 million, detailed in the Chart 1 below. Compensation and benefits total $139.9 million driven by the Toronto Transit Commission, Toronto Police Service and other City Programs/Agencies. Non-labour inflationary impacts amount to $9.9 million. The annualized cost of implementing 2015 service investments totals $85.0 million of which $50.0 million arises from the Toronto Transit Commission service changes introduced in 2015. Reversal of one-time reserve funding amounts to $25.6 million owing to Shelter, Support and Housing's unsustainable reserve contribution in 2015 to "stop-gap" base service funding. In addition, continued use of the City's policy to increase CFC by 10% created a $17.8 million pressure and $41.1 million is required to repay debt based on the City's Capital Program. Other base budget changes total $55.0 million. Replacing the Provincial funding shortfall for Toronto Pooling Compensation requires an additional $43.8 million in 2016.

Chart 1
2016 Operating Budget Pressures
($ Millions)

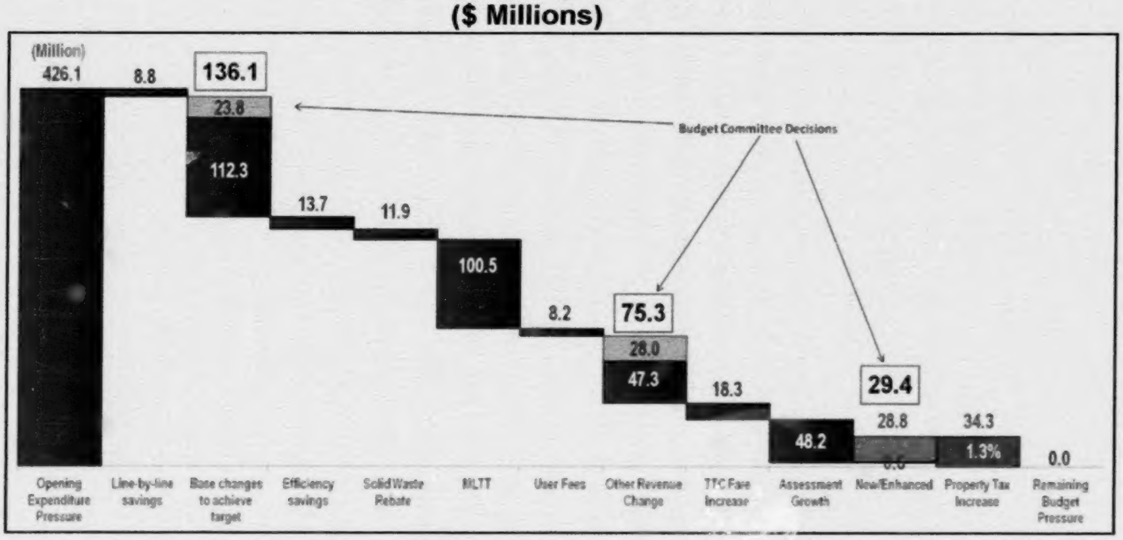


Expenditure balancing strategies resulted in line-by-line review savings ($8.8 million), base changes to achieve target ($136.1 million), efficiency savings ($13.7 million) and reductions to solid waste management rebates ($11.9 million) for a total of $170.5 million.

In addition, a total of $202.3 million in revenue changes further reduced the overall pressure. Key contributors to the revenue changes include additional MLTT revenue ($100.5 million), user fees ($8.2 million) and other revenue changes such as uploading of service costs to the Province and one-time change in reserve contributions ($75.3 million). In addition, the Toronto Transit Commission fare increase accounts for a revenue increase of $18.3 million.

The Council Approved new and enhanced services initiatives that amount to $29.4 million net, as noted in Chart 2 below. After assessment growth, the final pressure of $34.347 million will be offset by a 1.30% residential property tax increase (excluding the Scarborough Subway Extension Special Levy).

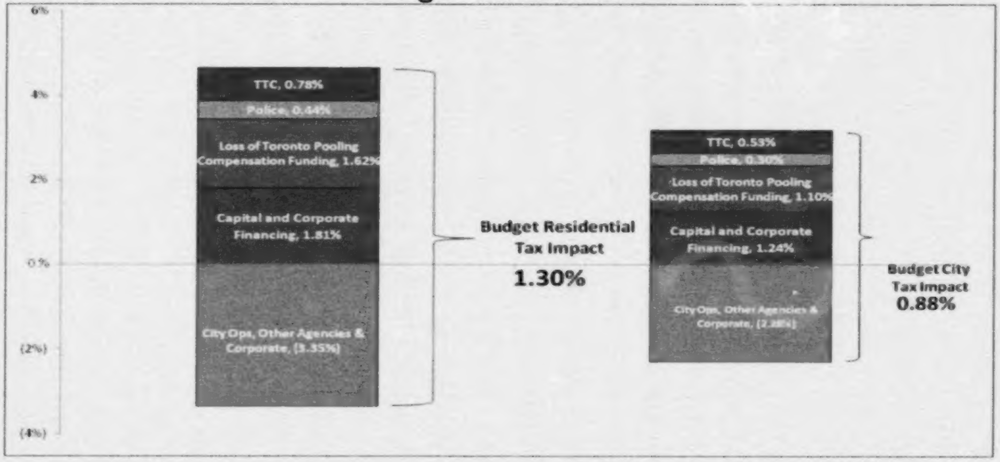
Chart 2
2016 Balancing Actions
($ Millions)



Drivers of the 2016 Budget Tax Increase

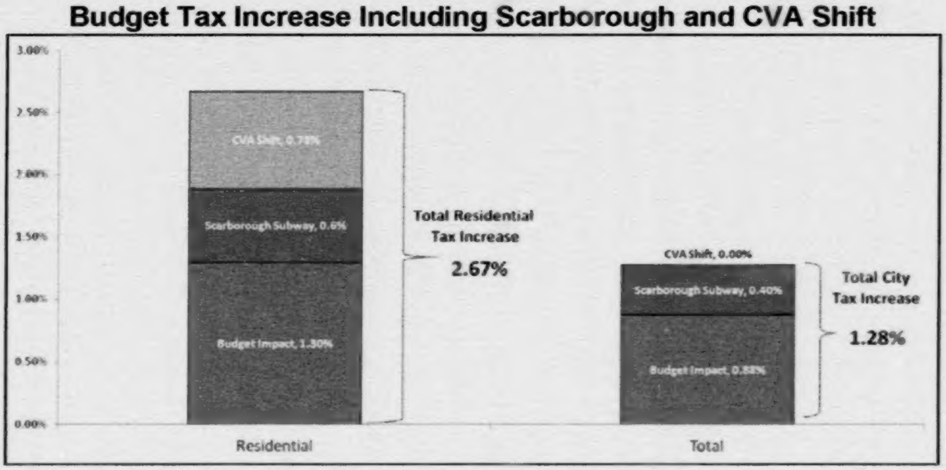
The City Council approved residential tax increase of 1.30% will fund increases in operating budgets for Capital and Corporate Financing (1.81%), loss of Toronto Pooling Compensation funding (1.62%), Toronto Transit Commission (0.78%) and Toronto Police Service (0.44%), as shown in Chart 3 below. The proposed increase has been largely mitigated by budget reductions that has brought the Net Operating Budget for other City Programs and Agencies below the 2015 approved levels by 3.55% achieved through line-by-line review savings, base changes to achieve target, efficiency savings and revenue changes.

Chart 3
Budget Tax Increase



The City is committed to reduce business property tax ratios to 2.5 times residential taxes by 2020 to enhance its business competitiveness. When combining the City's policy to shift two-thirds of the budgetary property tax increase from non-residential to residential and the City's special tax levy for the Scarborough Subway, the total residential tax increase is 2.67% and total City tax increase of 1.28% as shown in Chart 4 below.

Chart 4
Budget Tax Increase Including Scarborough and CVA Shift



The City's fundamental fiscal challenges have not been addressed in the 2016 Council Approved Tax Supported Operating Budget. Therefore, 2016 is a transition year to a dialogue which must be held with City Council prior to the 2017 Budget process with the goal of achieving a sustainable fiscal plan.

Table 2.1
2016 Operating Budget by Category
($millions)

Description of Category	2015 Budget	2016 Council Approved Budget		Change from 2015 Approved Budget	
	$	$	%	$	%
Gross Expenditures:					
Salaries and Benefits	5,017	5,095	50.6%	78	1.6%
Materials and Supplies	603	596	5.9%	(7)	(1.2%)
Equipment	55	54	0.5%	(0)	(0.8%)
Services & Rents	1,533	1,620	16.1%	88	5.7%
Contributions and Transfers	2,111	1,975	19.6%	(136)	(6.4%)
Other Expenditures (Includes IDCs)	668	728	7.2%	59	8.9%
Total Gross Expenditures	**9,986**	**10,067**	**100.0%**	**82**	**0.8%**
Funded by:					
Provincial Transfers	2,014	1,955	19.4%	(59)	(2.9%)
Federal Transfers	165	155	1.5%	(11)	(6.4%)
Other Transfers	7	0	0.0%	(7)	(99.5%)
User Fees and Donations	1,681	1,745	17.3%	64	3.8%
Fines and Penalties	137	130	1.3%	(7)	(5.0%)
Interest and Investment Income	219	211	2.1%	(7)	(3.4%)
Transfers from Capital	150	162	1.6%	12	8.0%
Reserves/Reserve Funds	511	435	4.3%	(76)	(14.9%)
Municipal Land Transfer Tax	432	532	5.3%	101	23.3%
Other Revenues (Includes IDRs)	821	811	8.1%	(10)	(1.3%)
Total Non-Tax Revenue	**6,137**	**6,136**	**61.0%**	**(1)**	**(0.0%)**
Net Budget - Property Tax Revenues	**3,849**	**3,931**	**39.0%**	**83**	**2.1%**

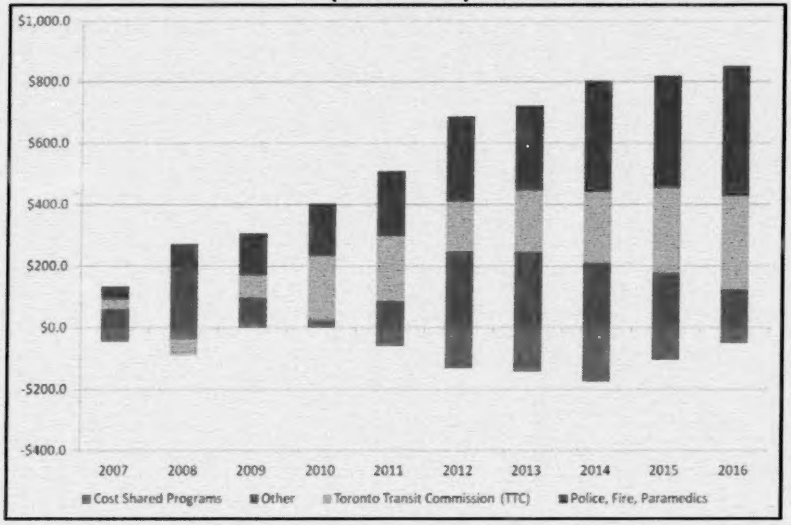
COMMENTS

Setting the Context for 2016

92.3% of the Net Expenditure Growth from 2007 to 2016 is driven by Emergency Services and the TTC

Since 2007, the net expenditure growth has been driven by Emergency Services (includes the Toronto Police Service, Toronto Fire Services, Toronto Paramedic Services) and the Toronto Transit Commission and Wheel-Trans. Together, these City Programs and Agencies accounted for approximately 92.3% of the cumulative net expenditure increase during the 2007 to 2016 time frame. The uploading of Ontario Works and court security costs has resulted in an overall decrease in net funding for cost shared Programs. This room, combined with continued productivity gains has absorbed much of the growth in other City Programs and Agencies Budgets, bringing the level of growth for all other to less than 8%.

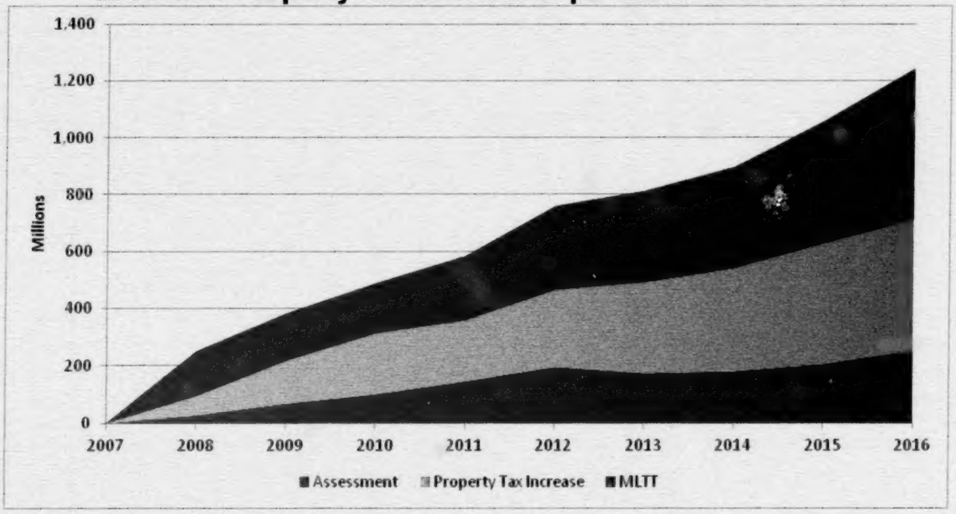
Chart 5
Cumulative Net Expenditure Growth from 2006 to 2016 ($Millions)



Growth In Property Tax and Municipal Land Transfer Tax

Chart 6 below sets out the increase in property tax, assessment growth and MLTT from 2007 to 2016. Since its inception in 2008, revenue from the MLTT has grown at a faster rate than revenue from property tax increases and assessment growth. This has led to the City becoming increasing reliant on the MLTT as a source of revenue to balance operating budget pressures. Over the long-term, this approach is not fiscally sustainable given the potential for volatility in the Toronto housing market. It is imperative that, in addition to continuously exploring opportunities for expenditure reductions, the City commit to implementing funding tools that grow over time to keep pace with expenditure increases.

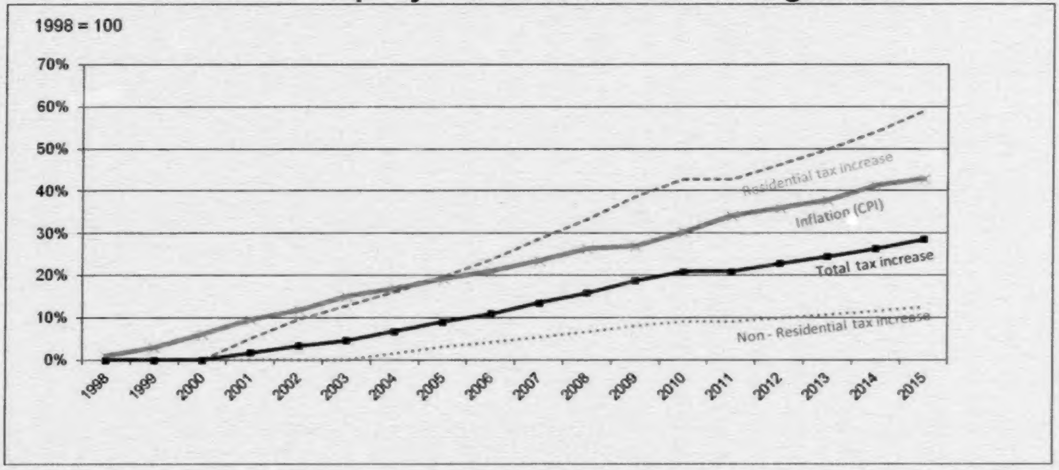
Chart 6
Growth In Property Tax and Municipal Land Transfer Tax



Cumulative Property Tax Increase Since Amalgamation

The City's cumulative total tax levy increase has been lower than the general rate of inflation, as shown in Chart 7 below. Historically, total property tax increases below the rate of inflation have contributed to a widening gap between the City's expenditures and revenues.

Chart 7
Cumulative Property Tax Increases since Amalgamation



Annually the City experiences service costs that grow at a faster rate than revenue sources. For 2016, the Council Approved Operating Budget while balanced, relies heavily on increased MLTT revenues.

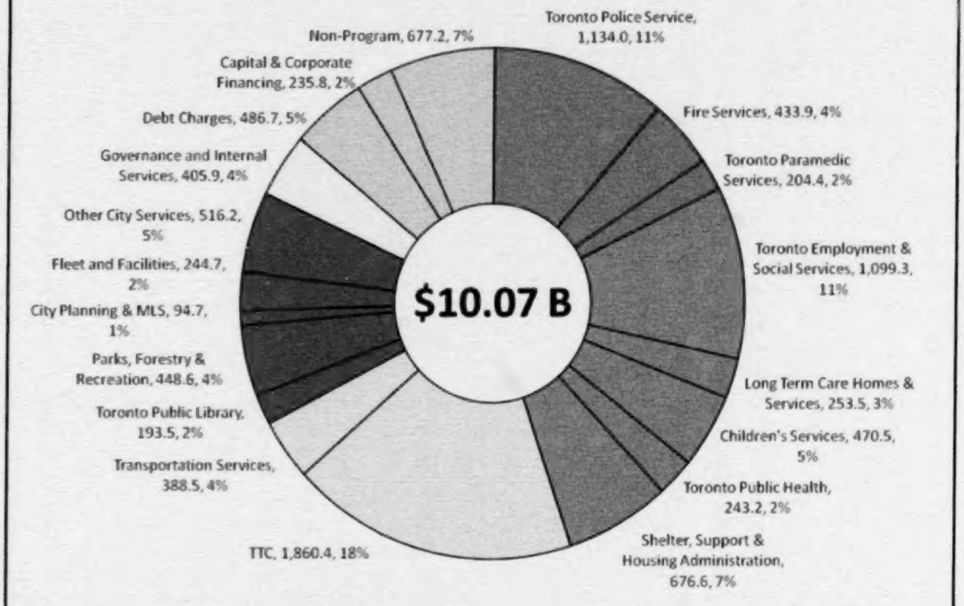
Where the 2016 Operating Budget Will Be Spent

Chart 8 below shows that approximately 27.2% of the 2016 Council Approved Tax Supported Operating Budget of $10.067 billion gross will be spent on services that the City has no direct control over as they are mandated and/or cost-shared with the Province. These include Shelter, Support and Housing Administration, Toronto Public Health, Children's Services, Long Term Care Homes and Services and Toronto Employment and Social Services (blue segment).

In addition, Transportation and Transit Services account for 22.3% (red segment). Emergency Services, which includes the Toronto Police Service, Toronto Fire Services and Toronto Paramedic Services represents 17.6% of the total.

Altogether, these services plus the repayment of debt and other capital costs represent almost 74.4% of the City total gross expenditures for 2016.

Chart 8
Where the 2016 Operating Budget Will Be Spent
($Millions)



Where the Money Comes From

As show in Chart 9 below, the 2016 Council Approved Tax Supported Operating Budget of $10.067 billion gross is funded from various sources. Municipal property tax is the funding of last resort. Therefore, the City maximizes all other sources first. Funding is comprised of Provincial ($1.955 billion) and Federal ($0.155 billion) transfers representing 21%; user fees, charges and fines of $1.876 billion or 19% (which includes a Toronto Transit Commission cash fare increase of 25-cents and 10-cents for tokens); other revenues of $1.618 billion or 16%; and, property tax revenue of $3.931 billion or 39%. Gross revenues from the Municipal Land Transfer Tax amount to $532.028 million or 5% of the total revenues. It should be noted that, in the absence of the MLTT, the proportion of property tax revenues would have increased by an equal value to 44%.

Chart 9
Where the Money Comes From
($Millions)

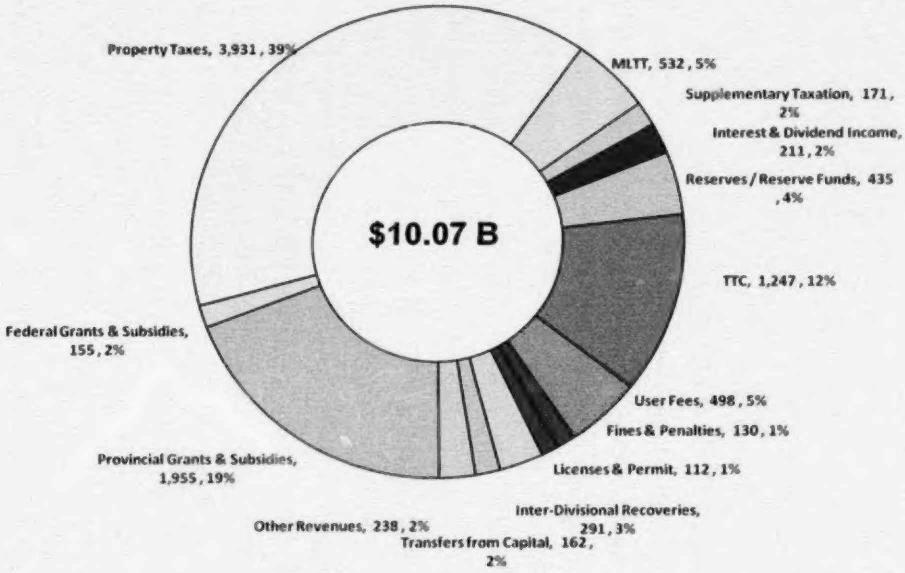
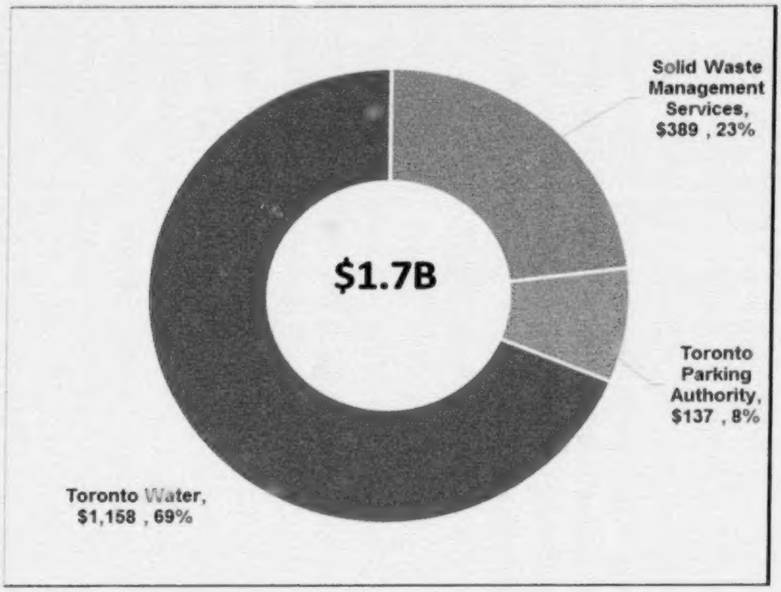


Chart 9.1
Where the Money Comes From - Rate Supported Programs
($Millions)



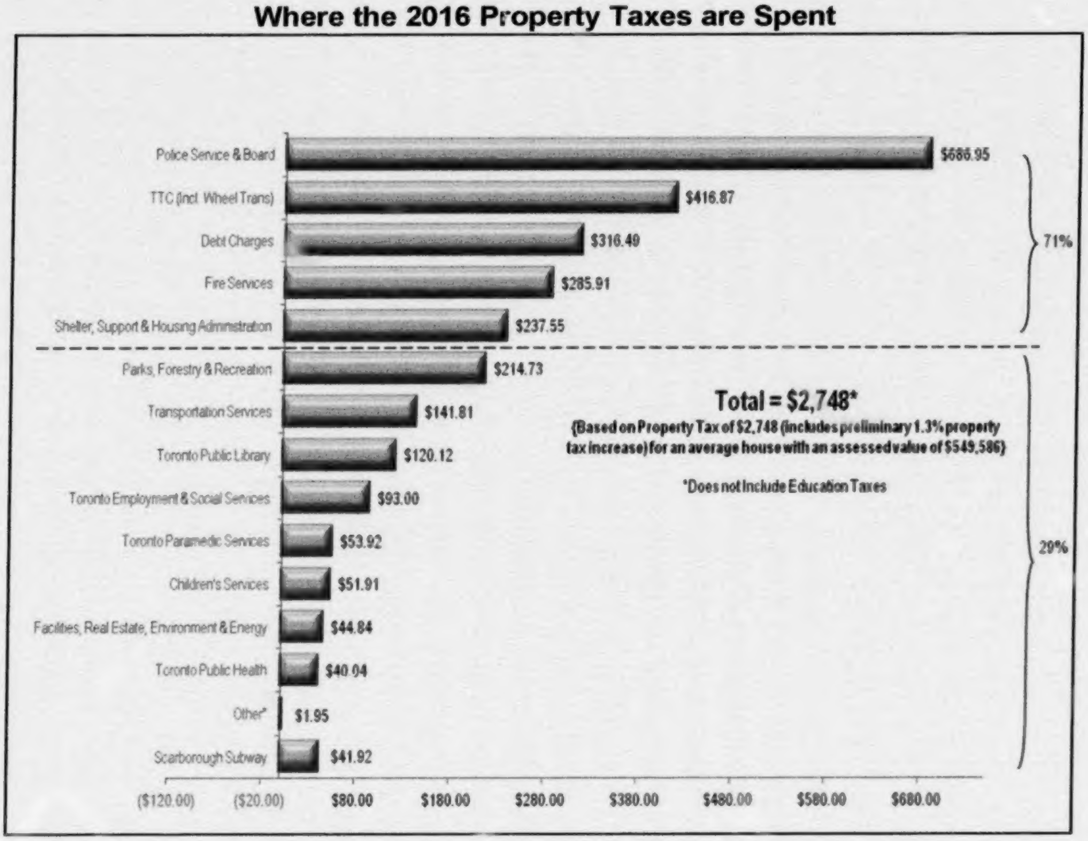
Where 2016 Property Taxes are Spent

When translated into an average tax bill, Chart 10 below shows how property taxes of $2,748 for the average household valued at $549,596 will be spent.

Approximately 71% or $1,943.90 will be spent on Toronto Police Service, Toronto Transit Commission (including Wheel-Trans), repaying the principal and interest costs for debt borrowing (debt servicing for capital works), Toronto Fire Services and Shelter, Support and Housing Administration.

The remaining $804.10 or 29% of the property tax bill funds are other services delivered by the City, including Parks, Forestry and Recreation, Transportation Services, Toronto Public Library, Toronto Employment and Social Services, Children's Services, Facilities, Real Estate, Environment and Energy, Toronto Paramedic Services and Toronto Public Health.

Chart 10
Where the 2016 Property Taxes are Spent



It should be noted that $41.92 is being dedicated to covering the City's debt servicing costs for its proportion of funding for the Scarborough Subway Extension project.

New and Enhanced Services and Service Levels

The 2016 Council Approved Tax Supported Operating Budget provides funding of $48.375 million gross which will require tax funding of $29.616 million for new and enhanced services and service levels. Investments in enhanced services or to introduce new services are based largely on Council priorities that have been referred to the Budget process for consideration.

As set out in Table 3 below, 0.1% or $4.95 million net of the 0.9% total tax rate increase will fund costs to maintain current services and serve levels and 0.8% or $29.6 million net is dedicated to fund investment in new and enhanced services.

Table 3
2016 Budget Tax Impacts
Residential and Non-Residential
($ Millions)

	Net Budget $	Tax % Increase on Average		
		Residential	Non-Residential	Total Average
Base Budget	4.73	0.2%	0.1%	0.1%
New/Enhanced	29.62	1.1%	0.4%	0.8%
Tax Before Scarborough Subway	**34.35**	**1.3%**	**0.4%**	**0.9%**

Investment in Arts and Culture:
The 2016 Council Approved Tax Supported Operating Budget includes dedicated funding of $5.0 million gross and net to support the Arts and Culture $25 per capita phase-in. Key investments include:

- Increased funding for the Toronto Arts Council Grant Program to bring the total contribution to $18.0 million ($2.0 million gross and net).
- Additional funding for Local Arts Service Organizations which will bring the portfolio of grants to $1.633 million ($0.372 million gross and net).
- Increased funding for the Major Cultural Organization Program which is one of three main cultural programs that support the annual operation of the City's cultural organizations ($0.675 million gross and net).
- Enhancements to Nathan Phillips Square Cultural Programs ($0.217 million gross and net).
- 2 new positions to support the film permit team ($0.275 million gross and net).

Poverty Reduction:
The 2016 Council Approved Tax Supported Operating Budget includes a significant investment of $6.072 million gross and $5.327 million net to aid in reducing poverty. Examples of major investments include:

- New and expanded services at various Toronto Public Library branches throughout the City, such as youth hubs, digital innovation hub, internet Wi-Fi hotspot lending and Sunday operating hours ($0.958 million gross and net).
- Expansion of the Homemakers and Nurses Services (HMNS) Program to meet the needs of a growing population of vulnerable residents living in poverty ($0.750 million gross and $0.150 million net).
- Enhanced cold weather drop-in services ($0.416 million gross and net).
- Expansion of Student Nutrition to new sites ($0.853 million gross and net).
- Strengthening current programs for Student Nutrition ($0.642 million gross and net).
- Re-establishment of the Toronto Youth Employment Program which links vulnerable youth to employment resources, skills development and educational programs ($0.633 million gross and net).

Mayor's Task Force on Toronto Community Housing:
The 2016 Council Approved Tax Supported Operating Budget provides funding of $5.475 million gross and net to support the Mayor's Task Force on Toronto Community Housing. Key investments include:

- Increase Door Access System funding ($1.300 million gross and net).
- Implementation of a cost relief program for rent to geared income residents paying for electric heating ($1.200 million gross and net).
- Implementation of evening and weekend cleaning ($0.700 million gross and net).
- Introduction of various social programs ($1.140 million gross and net), such as:
    - Post-secondary certified employment training.
    - Peer-to-peer mentoring.
    - Youth entrepreneurial program.
    - Adult second career pilot.
    - Active Living quarterly events.
    - Sports-based after school programming.
    - Intergenerational active living programs.
    - Youth internship program.
    - Recruitment of staff (90% residents) to administer proposed expanded programming.

Transit Service Improvements:
Toronto Transit Commission cash fare increase of 25-cents and 10-cents for tokens will fund in part the following improvements:

- Proof of payment fare inspection ($1.651 million gross and net).
- Streetcar service reliability to support improved operating practices ($2.100 million gross and $1.200 million net).
- Earlier Sunday morning subway, connecting bus and streetcar service to start at 8:00 am ($1.700 million gross and $0.600 million net).

Transportation and Traffic Congestion:

- Addition of 11 seasonal Inspectors of Municipal Construction to alleviate traffic disruption ($1.095 million gross and $0 net).
- Implementation of 30km/h speed limit within the Toronto and East York District ($0.400 million gross and $0 net).
- Paid off-duty police officers to manage traffic at construction sites ($0.250 million gross and net).
- Implementation of the Strategic Rehabilitation Plan for the F.G. Gardiner ($0.700 million gross and $0 net).
- Provide review/approvals for the Eglinton Crosstown and Finch West Light Rail Transit projects ($0.259 million gross and $0 net).
- Cycling Infrastructure and Programs Unit to deliver cycling network projects ($0.136 million gross and $0 net).
- Implement strategy to replace and install new ring-and-post bicycle parking ($0.650 million gross and $0 net).

Emergency Services Prevention and Response:

- 2 new Superintendents - Operations and 57 new Paramedics ($3.228 million gross and net). This represents the fourth year of a four year investment to meet service demands from an aging population and reduce response times.
- 17 additional staff for fire prevention, public education and inspection to reduce incidence of fires and other emergencies ($0.693 million and net).

Tree Canopy:

- Increased funding for tree planting and maintenance based on Parks, Forestry and Recreation's Urban Forestry Service Plan ($1.664 million gross and net).

Good Governance:

- New funding to extent the Participatory Budgeting Pilot for 2 years ($0.138 million gross and net).
- Funding for 2 positions to enable the Auditor General's Office to begin to reduce the backlog of projects and reduce the City's risk exposure ($0.211 million gross and net).
- 1 additional solicitor for Legal Services' Planning Group to manage increased planning and tribunal work ($0.129 million gross and net).
- 1 new solicitor to satisfy increased demand from the Affordable Housing Office ($0.160 million gross and $0 net).
- 1 additional Municipal Licensing and Standards solicitor for prosecutions of special projects ($0.198 million gross and $0 net).
- Addition of 2 solicitors for insurance claims work ($0.329 million gross and $0 net).

User Fees and Other Charges

The City of Toronto Act (2006) enables the City and its Local Boards to charge user fees to recover the cost of services. At its special meeting of September 26 and 27, 2011 Council approved a User Fee Policy, which provides the framework for managing the City's user fee program. This policy applies to all City Programs and Local Boards.

With the exception of annual inflationary increases, TTC fares as well as certain market-based fees charged by Local Boards, City Council must authorize new fees and changes to existing user fees for services provided to the general public by all City Programs and Local Boards. Annual inflationary adjustments are automatic and effective January 1 each year. Authority is delegated to the Deputy City Manager & Chief Financial Officer to determine the annual inflation rate for user fees.

The inflationary adjustment applied to each user fee service is based on a blended rate of the specific inflation for each component cost represented in the basket of goods utilized to provide the service. This method reflects more accurately the overall inflation for the services provided, in some cases resulting in a rate increase greater than 1.3%. Fees are also adjusted to reflect market prices, where applicable, and/or to recover an incremental amount of the full cost of providing the related user fee services.

- Table 4 below summarizes by City Program and Agency the incremental revenues from changes to existing user fees and recommended new user fees. Excluding the TTC, price changes to existing user fees and new user fees will generate incremental revenues of $14.251 million in 2016. Of this amount, $8.733 million will be raised from inflationary and market price comparisons and $5.518 million from new fees.

- Detailed explanations of the entire user fee changes are set out in Briefing Note entitled "Changes to Existing User Fees and New User Fees in the 2016 Preliminary Operating Budget"; forwarded to the Budget Committee for consideration at its meeting of January 5, 2016. In addition, the 2016 Council Approved Tax Supported Operating Budget includes $18.300 million from a cash fare increase of 25-cents and 10-cents for tokens for the TTC, specifically dedicated to fund transit service improvements.

Table 4
2016 Fee Change Summary and New User Fees
Incremental Revenue Impact

Division / Agency	No. of fees	Inflationary Adjustments Base Fees	Other Adjustments Base Fees	New Fees	2016 Incremental Revenue Total $
AOCC - Swansea Town Hall Community Centre	33	19,200	-	-	19,200
Arena Boards	52	-	275,179	-	275,179
City Clerk's Office	4	2,362	1,278	-	3,640
City Planning	60	479,567	-	-	479,567
Exhibition Place	2	121,700	604,100		725,800
Facilities, Real Estate & Energy	1	7,674	-	-	7,674
Fire Services	38	11,400	940,000	-	951,400
Information & Technology	32	2,023	-	-	2,023
Municipal Licensing & Standards	250	459,000	-	-	459,000
Parks, Forestry & Recreation	1,348	1,599,673	873,419	18,439	2,491,532
Office of the Treasurer	36	216,700	-	-	216,700
Toronto Building	148	2,078,235	-	-	2,078,235
Toronto Paramedic Services	26	13,000	-	-	13,000
Toronto Public Health	21	149,500	-	-	149,500
Toronto Zoo	3	-	13,892	-	13,892
Transportation Services	123	864,304	-	-	864,304
Corporate - MLTT Transaction Fee	1	-	-	5,500,000	5,500,000
SUB-TOTAL	**2,184**	**6,024,339**	**2,707,868**	**5,518,439**	**14,250,646**
Toronto Transit Commission			18,300,000		18,300,000
TOTAL	**2,184**	**6,024,339**	**21,007,868**	**5,518,439**	**32,550,646**

2016 Recommended Staff Complement

The 2016 Council Approved Tax Supported Operating Budget results in the net addition of 654.7 positions (341.6 base position increases and 313.1 position increases for new and enhanced initiatives).

The net increase of 341.6 base positions is mainly driven by:

- Base changes (increase of 258.5 operating and 72.5 capital positions) resulting mostly from operating position increases in Long-Term Care Homes and Services due to re-opening of Kipling Acres and rising acuity needs, as well as TTC positions required to maintain service levels and meet ridership growth.
- Impact of capital project delivery mostly driven by:
  - ➢ Parks, Forestry and Recreation (26.77 additional positions) to ensure the Program can meet capital delivery expectations for management of the growing number of new projects and the increased state of good repair backlog projects.

  - Fleet Services' implementation of the Automated Odometer Download pilot project for installing Vehicle Identification Boxes on an estimated 3,000 City of Toronto units (8 additional positions).
  - Facilities, Real Estate, Environment and Energy (7.25 additional positions) to support the capital project delivery of the Closed Circuit Television (CCTV) Infrastructure and Physical Security Enhancement Initiative, Channel and Counter Strategy capital project, and delivery of diverse channel options and optimal counter services across the City.

- Operating impact of completed capital projects mainly due to:
  - Parks, Forestry and Recreation's increase of 4 permanent and 12.5 temporary positions required for new park developments and recreation facilities.
  - Information and Technology requires 12 new permanent operating positions to sustain completed capital projects including: the Business Continuation and Disaster Recovery Program, Enterprise Business Intelligence Framework, Enterprise System Management Implementation, Project Tracking Portal implementation, Capital Planning and Co-ordination Automation, Toronto Building Electronic Service Delivery Portal, IBMS System Enhancement and Integrated Business Management Reporting.
- Positions arising from prior year impact and annualizations are mainly driven by Parks, Forestry, and Recreation's requirement to provide staffing for full year operations (45 positions) for the delivery of the Youth Spaces and After School Recreation Care expansion approved in the 2015 Budget cycle, as well as the new recreation facilities which opened to the public in 2014 and 2015, including the Toronto Pan Am Sports Centre (TPASC), York Community Centre and the Regent Park Community Centres. These increases are partially offset by a deletion of positions no longer required to support the Pan Am games.
- These base increases are partially offset by efficiency savings and reductions of 106.4 operating positions (75 permanent and 31 temporary) resulting from operational reorganizations and staff adjustments.
- The net increase of 313.1 new positions (287.1 operating and 26.0 capital) is mostly driven by TTC service enhancements (67 positions), addressing operational challenges with the Social Assistance Management System (66 positions), addressing increasing trends in emergency paramedic calls (59 positions), addressing project requirements of Light Rail Transit and other traffic projects (26 positions) and extending outdoor rink season and recreation programs (23.1 positions).

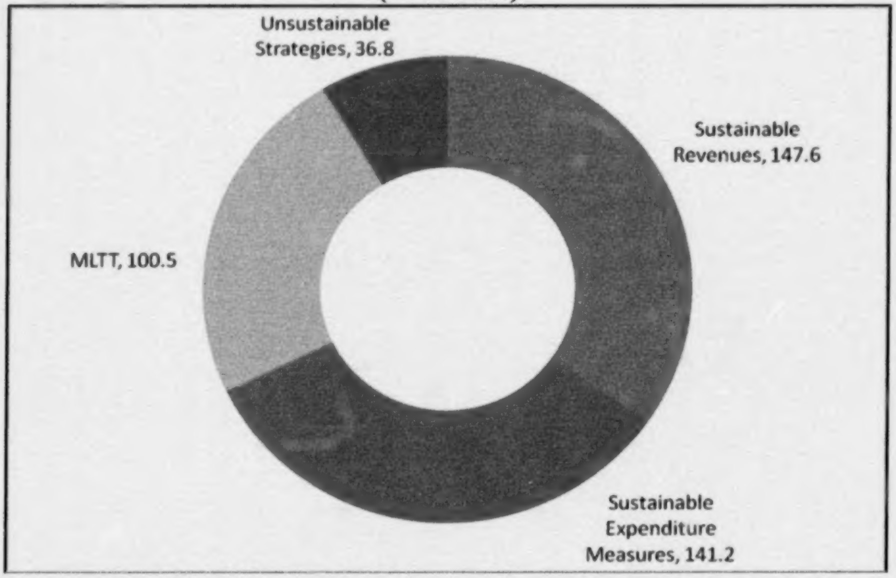
Table 5
2016 Operating Budget
Summary of Complement Changes

	2015 Adjusted Approved Complement	2016 Complement Changes							Total Change
		Op Impact of Cap Projects	Delivery of Cap Pos	Prior Year Impact	Base Budget Changes	Efficiency Savings	New & Enhanced	2016 Positions	
Citizen Centred Services "A"	12,689.33	17.50	26.77	43.37	114.37	(17.7)	165.12	13,038.8	349.4
Citizen Centred Services "B"	6,287.10	2.00	(2.00)	(4.30)	18.00	(18.0)	59.00	6,341.8	54.7
Internal Services	3,047.50	16.00	15.25		1.00	(19.8)	2.00	3,061.9	14.4
City Manager	445.50		4.00		(5.50)	(13.0)	1.00	432.0	(13.5)
Other City Programs	912.80	2.75	10.85	(3.60)	(0.50)	(7.0)	5.00	920.30	7.5
Accountability Offices	52.75						2.00	54.75	2.00
TOTAL - CITY OPERATIONS	**23,434.98**	**38.25**	**54.87**	**35.47**	**127.37**	(75.5)	**234.12**	**23,849.6**	**414.6**
Agencies									
TTC (incl. Wheel Trans)	14,274.00				199		67.00	14,540.00	266
Other Agencies	13,434.38		(11.40)	(0.21)	4.67	(30.90)	12.00	13,408.54	(25.84)
TOTAL - AGENCIES	**27,708.38**	**0.00**	(11.40)	(0.21)	**203.67**	(30.90)	**79.00**	**27,948.54**	**240.16**
Total Levy Operating Budget	**51,143.36**	**38.25**	**43.47**	**35.26**	**331.04**	(106.40)	**313.12**	**51,798.09**	**654.73**

Future Year Challenges and Risks

The 2016 Council Approved Tax Supported Operating Budget is balanced achieving the target of only 1.3% residential property tax increase. However, the budget contains fiscal risks that the City needs to be aware of. The budget is balanced based on the assumption that the all-time-high MLTT revenue realized in 2015 will be sustainable, which represents a $100.500 million increase from the 2015 budget, as set out in Chart 11 below. It also utilizes various one-time strategies such as reserve contributions and dividend payments, which will drive additional pressures on the next budget year. The City needs a sustainable long-term fiscal plan to address these risks.

Chart 11
Balancing Measures
($ Millions)



2017 and 2018 Operating Plan

Approval of the 2016 Tax Supported Operating Budget will result in the 2017 and 2018 Operating Plan pressures of $446.6 million and $241.0 million respectively as shown in Table 6 below.

The pressures are primarily driven by the TTC/Wheel-Trans for implementation of the Presto payment system and ridership growth, inflationary costs of providing 2016 services and service levels including compensation, the annualized cost of 2016 decisions, the operating impact of completed capital projects and the depletion of reserves. In addition capital from current, debt charges, tax deficiencies, and funding of employee related liabilities are all projected to increase over the 2017-2018 period.

These increases are anticipated to be partially offset by increases in projected revenues from the TTC and continued uploading of service costs to the Province for Ontario Works benefits, court security and prisoner transportation costs.

The one-time solutions used to balance the 2016 Council Approved Tax Supported Operating Budget will be reversed in 2017 and subsequently drive additional pressures of $36.8 million. Resulting from the reversal of $19 million contribution from reserves and the one-time revenues from the Toronto Parking Authority and Toronto Port Lands Corporation respectively.

In 2017 and 2018 balancing the Operating Budget pressures will be a challenge. Annual inflationary tax increases are insufficient to cover growing expenditures (especially compensation costs in certain City Programs and Agencies). It will be critical that the City find budget adjustments to compensate for loss of the Toronto Pooling Compensation grant.

Table 6
2017 and 2018 Incremental Operating Budget Plan
($ Millions)

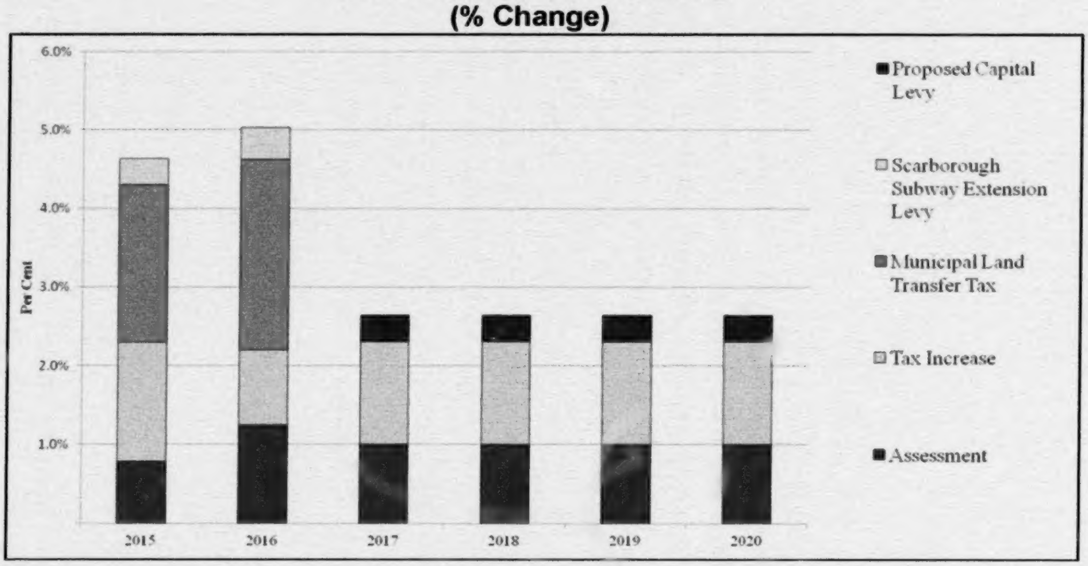
	2017	Re. Tax Impact	2018	Res. Tax Impact
Compensation & Benefits	65.2		82.7	
Non-Labour Inflationary Impact	12.9		11.7	
TTC Presto Fee	51.0		6.0	
TTC/Wheel Trans Other	116.9		70.8	
Annualization of Prior Year Decisions	11.7		1.7	
Depletion of Reserves	20.6		0.1	
Operating Impact of Completed Capital Projects	10.6		5.4	
Capital from Current	30.8		32.0	
Debt Charges	45.6		40.5	
Tax Deficiencies/Write Offs	40.0		17.6	
Funding Employee Related Liabilities	10.0		5.0	
Insurance Premiums & Claims	5.0		5.0	
Other Base Budget Changes	25.8		6.1	
Total Expenditure Pressures	**446.3**	**16.6%**	**284.7**	**10.6%**
Revenue Change:				
Toronto Pooling Compensation Grant Loss	45.0		36.5	
Change in Provincial /Federal Funding	9.8		5.3	
OW Provincial Upload	(23.5)		(21.5)	
TTC Ridership Revenue	(10.8)		(17.4)	
Program Revenue Changes	(4.9)		(2.7)	
Interest / Investment Earnings	7.5		8.1	
Supplementary Taxes	10.7			
Hydro Dividend	(10.0)		(10.0)	
Parking Authority Dividend	11.2		(1.1)	
Other Corporate Revenues	5.1		(0.1)	
Total Revenue Change	**40.0**		(2.8)	
Pressure Before Assessment Growth	**486.3**	**18.1%**	**281.8**	**10.5%**
Assessment Growth	(39.7)		(40.8)	
Pressure Before Tax Increase	**446.6**	**16.6%**	**241.0**	**9.0%**

Incremental Revenue Growth

Incremental tax revenue growth forecast for the next five years, as a percentage of total property tax, is set out in Chart 12 below. As shown in the Chart, assessment growth is estimated at 1% of the tax each year.

Going forward, MLTT revenue is forecasted to stabilize given the 2016 action of maximizing the revenue source by budgeting at 100% of actual experience. In fact, it assumes no decline in the future. If the property tax increase is kept at the rate of inflation, the total incremental tax revenue will be significantly lower than previously and cannot offset the budget pressures. As a result, it is imperative the City explore all revenue sources to meet expected spending increases in order to offset future year operating budget pressures.

Chart 12
Incremental Revenue Growth
(% Change)



In order to reach financial sustainability and balance its budget, City Council needs to mature the City's governance and decision making process and set priorities based on public needs. Through this process, efforts and resources should focus on achieving the most efficient service delivery, rather than rely on funding from other orders of government.

The path forward requires both expenditure and revenue strategies; City Council needs to recognize the true costs of delivering its services so that services may be adequately funded. It is equally important to establish realistic financial and performance targets aimed at areas of growth versus those for reduction. The City cannot achieve fiscal sustainability through expenditure reductions alone.

The City requires revenues that increase annually to help fund City services and hence it is not sustainable to keep total taxes below the rate of inflation.

In summary, it is appropriate for the 2017 Budget process that City Council include dialogue to determine the true needs of the City of Toronto, efficiently assess the costs of delivering services and recognize the potential needs for additional revenue annually. By its very nature, municipalities are generally inherently risk adverse in balancing the operating budget. It will be a continued challenge to manage the fiscal risks and demonstrate financial sustainability of the City.

CITY OF TORONTO
2016 COUNCIL APPROVED OPERATING BUDGET
NET EXPENDITURE

(In $000's)	2015 Budget	2016 Base Budget	Change from 2015 Approved Budget		2016 New / Enh. Budget	2016 CN Approved Budget	Change from 2015 Approved Budget	
			$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Citizen Centred Services "A"								
Affordable Housing Office	1,194	1,180	(14)	(1.2%)		1,180	(14)	(1.2%)
Children's Services	76,762	75,995	(767)	(1.0%)		75,995	(767)	(1.0%)
Court Services	(5,053)	8,651	13,704	(271.2%)		8,651	13,704	(271.2%)
Economic Development & Culture	53,909	54,024	115	0.2%	5,000	59,023	5,114	9.5%
Toronto Paramedic Services	74,697	75,718	1,021	1.4%	3,228	78,946	4,249	5.7%
Long Term Care Homes & Services	46,196	47,263	1,067	2.3%	150	47,413	1,217	2.6%
Parks, Forestry & Recreation	308,210	310,989	2,779	0.9%	3,407	314,395	6,186	2.0%
Shelter, Support & Housing Administration	321,483	340,779	19,296	6.0%	7,015	347,794	26,311	8.2%
Social Development, Finance & Administration	30,962	31,075	113	0.4%	885	31,961	998	3.2%
Toronto Employment & Social Services	156,429	135,869	(20,561)	(13.1%)	300	136,169	(20,261)	(13.0%)
Sub-Total Citizen Centred Services "A"	1,064,789	1,081,541	16,752	1.6%	19,985	1,101,526	36,738	3.5%
Citizen Centred Services "B"								
City Planning	15,599	15,327	(271)	(1.7%)	(0)	15,327	(271)	(1.7%)
Fire Services	415,889	417,904	2,016	0.5%	693	418,597	2,709	0.7%
Municipal Licensing & Standards	21,039	20,838	(201)	(1.0%)		20,838	(201)	(1.0%)
Policy, Planning, Finance & Administration	9,743	9,589	(154)	(1.6%)		9,589	(154)	(1.6%)
Engineering & Construction Services	7,545	7,470	(75)	(1.0%)		7,470	(75)	(1.0%)
Toronto Building	(10,755)	(10,755)	0	(0.0%)	(0)	(10,755)	0	(0.0%)
Transportation Services	207,517	207,372	(145)	(0.1%)	250	207,622	105	0.1%
Sub-Total Citizen Centred Services "B"	666,577	667,745	1,169	0.2%	943	668,688	2,111	0.3%
Internal Services								
Office of the Chief Financial Officer	9,778	9,673	(105)	(1.1%)		9,673	(105)	(1.1%)
Office of the Treasurer	29,928	28,965	(963)	(3.2%)	33	28,998	(930)	(3.1%)
Facilities, Real Estate, Environment & Energy	66,317	65,653	(664)	(1.0%)		65,653	(664)	(1.0%)
Fleet Services		24	24	n/a	(24)	0	0	n/a
311 Toronto	9,249	8,982	(266)	(2.9%)		8,982	(266)	(2.9%)
Information & Technology	72,299	73,293	994	1.4%		73,293	994	1.4%
Sub-Total Internal Services	187,570	186,591	(979)	(0.5%)	8	186,599	(971)	(0.5%)
City Manager								
City Manager's Office	47,382	46,888	(493)	(1.0%)	138	47,026	(355)	(0.8%)
Sub-Total City Manager	47,382	46,888	(493)	(1.0%)	138	47,026	(355)	(0.8%)
Other City Programs								
City Clerk's Office	31,843	32,122	279	0.9%		32,122	279	0.9%
Legal Services	20,307	19,797	(510)	(2.5%)	129	19,926	(381)	(1.9%)
Mayor's Office	2,297	2,297	(0)	(0.0%)		2,297	(0)	(0.0%)
City Council	20,693	20,914	221	1.1%		20,914	221	1.1%
Sub-Total Other City Programs	75,140	75,130	(10)	(0.0%)	129	75,259	119	0.2%
Accountability Offices								
Auditor General's Office	4,717	4,763	45	1.0%	211	4,974	256	5.4%
Integrity Commissioner's Office	428	479	51	12.0%		479	51	12.0%
Office of the Lobbyist Registrar	1,124	1,143	19	1.7%		1,143	19	1.7%
Office of the Ombudsman	1,755	1,815	59	3.4%		1,815	59	3.4%
Sub-Total Council Appointed Programs	8,025	8,199	175	2.2%	211	8,410	386	4.8%
TOTAL - CITY OPERATIONS	2,049,482	2,066,095	16,613	0.8%	21,414	2,087,509	38,028	1.9%
Agencies								
Toronto Public Health	56,927	56,942	14	0.0%	1,681	58,622	1,695	3.0%
Toronto Public Library	172,192	174,911	2,719	1.6%	958	175,869	3,677	2.1%
Association of Community Centres	7,477	7,647	170	2.3%		7,647	170	2.3%
Exhibition Place	(252)	13	265	(105.2%)	(118)	(105)	147	(58.4%)
Heritage Toronto	312	309	(3)	(1.0%)		309	(3)	(1.0%)
Theatres	5,345	5,538	192	3.6%		5,538	192	3.6%
Toronto Zoo	11,739	11,993	254	2.2%		11,993	254	2.2%
Arena Boards of Management	(7)	(8)	(1)	16.3%		(8)	(1)	16.3%
Yonge-Dundas Square	393	389	(4)	(1.0%)		389	(4)	(1.0%)
Toronto & Region Conservation Authority	3,456	3,543	87	2.5%		3,543	87	2.5%
Toronto Transit Commission - Conventional	473,731	490,175	16,444	3.5%	3,451	493,626	19,895	4.2%
Toronto Transit Commission - Wheel Trans	108,799	116,712	7,914	7.3%		116,712	7,914	7.3%
Toronto Police Service	979,663	1,003,465	23,802	2.4%		1,003,465	23,802	2.4%
Toronto Police Services Board	2,366	2,299	(66)	(2.8%)		2,299	(66)	(2.8%)
TOTAL - AGENCIES	1,822,141	1,873,929	51,787	2.8%	5,971	1,879,900	57,759	3.2%

TORONTO

CITY OF TORONTO
2016 COUNCIL APPROVED OPERATING BUDGET
NET EXPENDITURE

(In $000's)	2015 Budget	2016 Base Budget	Change from 2015 Approved Budget		2016 New / Enh. Budget	2016 CN Approved Budget	Change from 2015 Approved Budget	
			$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Corporate Accounts								
Capital & Corporate Financing								
Capital from Current	199,283	217,843	18,560	9.3%		217,843	18,560	9.3%
Technology Sustainment	17,912	17,912				17,912		
Debt Charges	425,931	463,373	37,442	8.8%		463,373	37,442	8.8%
Capital & Corporate Financing	643,126	699,128	56,001	8.7%		699,128	56,001	8.7%
Non Program Expenditures								
Tax Deficiencies/Write offs	47,000	29,216	(17,784)	(37.8%)		29,216	(17,784)	(37.8%)
Assessment Function (MPAC)	40,210	40,670	460	1.1%		40,670	460	1.1%
Temporary Borrowing				n/a				n/a
Funding of Employee Related Liabilities	65,905	65,875	(29)	(0.0%)		65,875	(29)	(0.0%)
Tax Rebates for Registered Charities				n/a				n/a
Programs Funded from Reserve Funds				n/a				n/a
Other Corporate Expenditures	32,585	60,590	28,005	85.9%		60,590	28,005	85.9%
Insurance Premiums & Claims	300	300				300		
Parking Tag Enforcement & Operations Exp	64,219	65,674	1,454	2.3%		65,674	1,454	2.3%
Vacancy Rebate Program	23,000	23,000	(0)	(0.0%)		23,000	(0)	(0.0%)
Heritage Property Taxes Rebate	2,000	2,000				2,000		
Street & Expressway Lighting Services				n/a				n/a
Pandemic Influenza Stockpiling	1,030		(1,030)	(100.0%)			(1,030)	(100.0%)
Solid Waste Management Services Rebate	163,492	151,572	(11,920)	(7.3%)	2,230	153,802	(9,690)	(5.9%)
Non-Program Expenditures	439,741	438,897	(844)	(0.2%)	2,230	441,127	1,386	0.3%
Non Program Revenues								
Tax Stabilization Reserve (Prior Year Surplus)				n/a				n/a
Payments in Lieu of Taxes	(97,525)	(102,830)	(5,305)	5.4%		(102,830)	(5,305)	5.4%
Supplementary Taxes	(35,000)	(40,700)	(5,700)	16.3%		(40,700)	(5,700)	16.3%
Tax Penalty Revenue	(29,000)	(29,000)				(29,000)		
Municipal Land Transfer Tax	(385,000)	(485,500)	(100,500)	26.1%		(485,500)	(100,500)	26.1%
Third Party Sign Tax	(10,861)	(10,836)	25	(0.2%)		(10,836)	25	(0.2%)
Interest/Investment Earnings	(124,254)	(116,863)	7,392	(5.9%)		(116,863)	7,392	(5.9%)
Other Corporate Revenues	(61,057)	(14,366)	46,691	(76.5%)		(14,366)	46,691	(76.5%)
Dividend Income	(67,500)	(67,500)				(67,500)		
Provincial Gas Tax	(91,600)	(91,600)				(91,600)		
Parking Authority Revenues	(41,787)	(46,947)	(5,160)	12.3%		(46,947)	(5,160)	12.3%
Administrative Support Recoveries - Water	(18,973)	(18,973)				(18,973)		
Administrative Support Recoveries - Health & EMS	(16,327)	(16,327)				(16,327)		
Parking Tag Enforcement & Operations Rev	(95,270)	(102,414)	(7,143)	7.5%		(102,414)	(7,143)	7.5%
Other Tax Revenues	(13,223)	(13,499)	(276)	2.1%		(13,499)	(276)	2.1%
Woodbine Slots Revenues	(15,000)	(15,500)	(500)	3.3%		(15,500)	(500)	3.3%
Gaming & Registry Revenue	(3,479)	(3,588)	(109)	3.1%		(3,588)	(109)	3.1%
Non-Program Revenues	(1,105,855)	(1,176,441)	(70,586)	6.4%		(1,176,441)	(70,586)	6.4%
TOTAL - CORPORATE ACCOUNTS	(22,988)	(38,417)	(15,429)	67.1%	2,230	(36,187)	(13,199)	57.4%
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	3,848,635	3,901,607	52,972	1.4%	29,616	3,931,222	82,587	2.1%
Assessment Growth						(48,240)	(48,240)	
TOTAL LEVY OPERATING BUDGET	3,848,635	3,901,607	52,972	1.4%	29,616	3,882,982	34,347	0.9%
Special Levy for Scarborough Subway	24,847	40,699				40,699	15,852	63.8%
TOTAL LEVY INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	3,873,482	3,942,306	68,824	1.8%	29,616	3,971,921	98,439	2.5%
NON LEVY OPERATION								
Solid Waste Management Services				n/a				n/a
Toronto Parking Authority				n/a				n/a
Toronto Water				n/a				n/a
TOTAL NON LEVY OPERATING BUDGET				n/a				n/a
TOTAL OPERATING BUDGET INCLUDING SCARBOROUGH SUBWAY EXTENSION LEVY	3,873,482	3,942,306	68,824	1.8%	29,616	3,971,921	98,439	2.5%

CITY OF TORONTO
2016 COUNCIL APPROVED OPERATING BUDGET
GROSS EXPENDITURE

(In $000's)	2015 Budget	2016 Base Budget	Change from 2015 Approved Budget		2016 New / Enh. Budget	2016 CN Approved Budget	Change from 2015 Approved Budget	
			$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Citizen Centred Services "A"								
Affordable Housing Office	2,763	2,957	193	7.0%		2,957	193	7.0%
Children's Services	452,480	469,211	16,731	3.7%	1,250	470,461	17,981	4.0%
Court Services	49,531	50,079	548	1.1%		50,079	548	1.1%
Economic Development & Culture	77,653	70,165	(7,488)	(9.6%)	5,114	75,279	(2,375)	(3.1%)
Toronto Paramedic Services	198,109	201,165	3,056	1.5%	3,228	204,394	6,285	3.2%
Long Term Care Homes & Services	242,139	252,740	10,601	4.4%	750	253,490	11,351	4.7%
Parks, Forestry & Recreation	438,176	444,871	6,694	1.5%	3,729	448,599	10,423	2.4%
Shelter, Support & Housing Administration	662,409	668,804	6,394	1.0%	7,765	676,569	14,160	2.1%
Social Development, Finance & Administration	49,008	51,817	2,809	5.7%	1,105	52,923	3,915	8.0%
Toronto Employment & Social Services	1,113,253	1,093,542	(19,711)	(1.8%)	5,763	1,099,305	(13,948)	(1.3%)
Sub-Total Citizen Centred Services "A"	3,285,522	3,305,351	19,829	0.6%	28,704	3,334,055	48,533	1.5%
Citizen Centred Services "B"								
City Planning	43,076	43,230	154	0.4%	79	43,310	234	0.5%
Fire Services	432,889	433,233	344	0.1%	693	433,926	1,037	0.2%
Municipal Licensing & Standards	50,858	51,351	493	1.0%		51,351	493	1.0%
Policy, Planning, Finance & Administration	21,957	21,783	(174)	(0.8%)	254	22,037	80	0.4%
Engineering & Construction Services	66,839	68,040	1,201	1.8%	2,717	70,757	3,918	5.9%
Toronto Building	50,445	53,225	2,780	5.5%	600	53,825	3,380	6.7%
Transportation Services	350,357	386,805	36,449	10.4%	1,686	388,491	38,135	10.9%
Sub-Total Citizen Centred Services "B"	1,016,421	1,057,668	41,247	4.1%	6,029	1,063,698	47,276	4.7%
Internal Services								
Office of the Chief Financial Officer	16,559	16,487	(71)	(0.4%)	90	16,577	18	0.1%
Office of the Treasurer	76,838	77,710	872	1.1%	65	77,775	938	1.2%
Facilities, Real Estate, Environment & Energy	189,876	193,120	3,244	1.7%		193,120	3,244	1.7%
Fleet Services	50,709	50,971	262	0.5%	641	51,612	903	1.8%
311 Toronto	17,093	17,301	208	1.2%		17,301	208	1.2%
Information & Technology	121,541	124,877	3,336	2.7%		124,877	3,336	2.7%
Sub-Total Internal Services	472,615	480,467	7,851	1.7%	796	481,263	8,648	1.8%
City Manager								
City Manager's Office	55,757	54,777	(980)	(1.8%)	138	54,915	(842)	(1.5%)
Sub-Total City Manager	55,757	54,777	(980)	(1.8%)	138	54,915	(842)	(1.5%)
Other City Programs								
City Clerk's Office	49,259	49,713	455	0.9%		49,713	455	0.9%
Legal Services	49,568	49,543	(25)	(0.1%)	816	50,358	790	1.6%
Mayor's Office	2,297	2,297	(0)	(0.0%)		2,297	(0)	(0.0%)
City Council	20,823	20,954	131	0.6%		20,954	131	0.6%
Sub-Total Other City Programs	121,946	122,507	561	0.5%	816	123,323	1,376	1.1%
Accountability Offices								
Auditor General's Office	4,717	4,763	45	1.0%	211	4,974	256	5.4%
Integrity Commissioner's Office	428	479	51	12.0%		479	51	12.0%
Office of the Lobbyist Registrar	1,124	1,143	19	1.7%		1,143	19	1.7%
Office of the Ombudsman	1,755	1,815	59	3.4%		1,815	59	3.4%
Sub-Total Council Appointed Programs	8,025	8,199	175	2.2%	211	8,410	386	4.8%
TOTAL - CITY OPERATIONS	4,960,286	5,028,969	68,683	1.4%	36,695	5,065,664	105,377	2.1%
Agencies								
Toronto Public Health	253,979	240,703	(13,276)	(5.2%)	2,504	243,208	(10,772)	(4.2%)
Toronto Public Library	188,708	192,504	3,796	2.0%	958	193,462	4,754	2.5%
Association of Community Centres	7,900	7,920	20	0.3%		7,920	20	0.3%
Exhibition Place	38,179	36,029	(2,150)	(5.6%)	537	36,566	(1,613)	(4.2%)
Heritage Toronto	761	768	7	0.9%		768	7	0.9%
Theatres	23,324	23,164	(159)	(0.7%)		23,164	(159)	(0.7%)
Toronto Zoo	50,594	51,173	579	1.1%		51,173	579	1.1%
Arena Boards of Management	8,400	8,644	243	2.9%		8,644	243	2.9%
Yonge-Dundas Square	2,266	2,335	69	3.0%		2,335	69	3.0%
Toronto & Region Conservation Authority	39,919	40,519	600	1.5%		40,519	600	1.5%
Toronto Transit Commission - Conventional	1,693,820	1,731,305	37,485	2.2%	5,451	1,736,756	42,936	2.5%
Toronto Transit Commission - Wheel Trans	115,313	123,666	8,353	7.2%		123,666	8,353	7.2%
Toronto Police Service	1,172,317	1,130,929	(41,388)	(3.5%)		1,130,929	(41,388)	(3.5%)
Toronto Police Services Board	3,116	3,049	(66)	(2.1%)		3,049	(66)	(2.1%)
TOTAL - AGENCIES	3,598,597	3,592,709	(5,888)	(0.2%)	9,450	3,602,159	3,561	0.1%

TORONTO

CITY OF TORONTO
2016 COUNCIL APPROVED OPERATING BUDGET
GROSS EXPENDITURE

(In $000's)	2015 Budget	2016 Base Budget	Change from 2015 Approved Budget		2016 New / Enh. Budget	2016 CN Approved Budget	Change from 2015 Approved Budget	
			$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Corporate Accounts								
Capital & Corporate Financing								
Capital from Current	229,086	217,843	(11,243)	(4.9%)		217,843	(11,243)	(4.9%)
Technology Sustainment	17,912	17,912				17,912		
Debt Charges	454,534	486,679	32,145	7.1%		486,679	32,145	7.1%
Capital & Corporate Financing	701,532	722,434	20,902	3.0%		722,434	20,902	3.0%
Non Program Expenditures								
Tax Deficiencies/Write offs	79,204	61,420	(17,784)	(22.5%)		61,420	(17,784)	(22.5%)
Assessment Function (MPAC)	40,210	40,670	460	1.1%		40,670	460	1.1%
Temporary Borrowing				n/a				n/a
Funding of Employee Related Liabilities	65,905	65,875	(29)	(0.0%)		65,875	(29)	(0.0%)
Tax Rebates for Registered Charities	6,371	7,157	786	12.3%		7,157	786	12.3%
Programs Funded from Reserve Funds	124,263	127,698	3,435	2.8%		127,698	3,435	2.8%
Other Corporate Expenditures	38,200	68,610	30,410	79.6%		68,610	30,410	79.6%
Insurance Premiums & Claims	300	300				300		
Parking Tag Enforcement & Operations Exp	64,219	65,674	1,454	2.3%		65,674	1,454	2.3%
Vacancy Rebate Program	23,000	23,000	(0)	(0.0%)		23,000	(0)	(0.0%)
Heritage Property Taxes Rebate	2,000	2,000				2,000		
Street & Expressway Lighting Services				n/a				n/a
Pandemic Influenza Stockpiling	1,030		(1,030)	(100.0%)			(1,030)	(100.0%)
Solid Waste Management Services Rebate	163,492	151,572	(11,920)	(7.3%)	2,230	153,802	(9,690)	(5.9%)
Non-Program Expenditures	608,194	613,976	5,782	1.0%	2,230	616,206	8,012	1.3%
Non Program Revenues								
Tax Stabilization Reserve (Prior Year Surplus)				n/a				n/a
Payments in Lieu of Taxes				n/a				n/a
Supplementary Taxes				n/a				n/a
Tax Penalty Revenue				n/a				n/a
Municipal Land Transfer Tax	46,524	46,528	4	0.0%		46,528	4	0.0%
Third Party Sign Tax	924	1,116	192	20.8%		1,116	192	20.8%
Interest/Investment Earnings	1,089	1,132	43	4.0%		1,132	43	4.0%
Other Corporate Revenues	194	2,092	1,898	980.5%		2,092	1,898	980.5%
Dividend Income				n/a				n/a
Provincial Gas Tax				n/a				n/a
Parking Authority Revenues	67,481	9,380	(58,101)	(86.1%)		9,380	(58,101)	(86.1%)
Administrative Support Recoveries - Water				n/a				n/a
Administrative Support Recoveries - Health & EMS				n/a				n/a
Parking Tag Enforcement & Operations Rev				n/a				n/a
Other Tax Revenues				n/a				n/a
Woodbine Slots Revenues				n/a				n/a
Gaming & Registry Revenues	709	709				709		
Non-Program Revenues	116,921	60,957	(55,963)	(47.9%)		60,957	(55,963)	(47.9%)
TOTAL - CORPORATE ACCOUNTS	1,426,647	1,397,367	(29,280)	(2.1%)	2,230	1,399,597	(27,050)	(1.9%)
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	9,985,531	10,019,045	33,514	0.3%	48,375	10,067,420	81,889	0.8%

NON LEVY OPERATION								
Solid Waste Management Services	370,785	389,009	18,224	4.9%		389,009	18,224	4.9%
Toronto Parking Authority	134,229	136,988	2,759	2.1%		136,988	2,759	2.1%
Toronto Water	1,081,135	1,158,479	77,344	7.2%		1,158,479	77,344	7.2%
TOTAL NON LEVY OPERATING BUDGET	1,586,150	1,684,476	98,327	6.2%		1,684,476	98,327	6.2%

TOTAL OPERATING BUDGET	11,571,680	11,703,522	131,841	1.1%	48,375	11,751,896	180,216	1.6%

TORONTO

CITY OF TORONTO
2016 COUNCIL APPROVED OPERATING BUDGET
REVENUE

(In $000's)	2015 Budget	2016 Base Budget	Change from 2015 Approved Budget		2016 New / Enh. Budget	2016 CN Approved Budget	Change from 2015 Approved Budget	
			$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Citizen Centred Services "A"								
Affordable Housing Office	1,569	1,777	207	13.2%		1,777	207	13.2%
Children's Services	375,718	393,217	17,499	4.7%	1,250	394,467	18,749	5.0%
Court Services	54,584	41,428	(13,156)	(24.1%)		41,428	(13,156)	(24.1%)
Economic Development & Culture	23,744	16,141	(7,603)	(32.0%)	114	16,255	(7,489)	(31.5%)
Toronto Paramedic Services	123,412	125,447	2,035	1.6%		125,447	2,035	1.6%
Long Term Care Homes & Services	195,943	205,477	9,534	4.9%	600	206,077	10,134	5.2%
Parks, Forestry & Recreation	129,967	133,882	3,915	3.0%	322	134,204	4,237	3.3%
Shelter, Support & Housing Administration	340,926	328,025	(12,902)	(3.8%)	750	328,775	(12,152)	(3.6%)
Social Development, Finance & Administration	18,046	20,742	2,696	14.9%	220	20,962	2,916	16.2%
Toronto Employment & Social Services	956,824	957,673	850	0.1%	5,463	963,137	6,313	0.7%
Sub-Total Citizen Centred Services "A"	2,220,733	2,223,810	3,076	0.1%	8,719	2,232,529	11,796	0.5%
Citizen Centred Services "B"								
City Planning	27,477	27,903	426	1.5%	79	27,982	505	1.8%
Fire Services	17,000	15,329	(1,672)	(9.8%)		15,329	(1,672)	(9.8%)
Municipal Licensing & Standards	29,819	30,513	694	2.3%		30,513	694	2.3%
Policy, Planning, Finance & Administration	12,214	12,194	(20)	(0.2%)	254	12,448	234	1.9%
Engineering & Construction Services	59,294	60,570	1,276	2.2%	2,717	63,287	3,993	6.7%
Toronto Building	61,200	63,980	2,780	4.5%	600	64,580	3,380	5.5%
Transportation Services	142,840	179,433	36,594	25.6%	1,436	180,869	38,030	26.6%
Sub-Total Citizen Centred Services "B"	349,844	389,923	40,078	11.5%	5,087	395,009	45,165	12.9%
Internal Services								
Office of the Chief Financial Officer	6,781	6,814	34	0.5%	90	6,904	123	1.8%
Office of the Treasurer	46,910	48,745	1,835	3.9%	33	48,778	1,868	4.0%
Facilities, Real Estate, Environment & Energy	123,559	127,467	3,908	3.2%		127,467	3,908	3.2%
Fleet Services	50,709	50,947	238	0.5%	665	51,612	903	1.8%
311 Toronto	7,844	8,318	474	6.0%		8,318	474	6.0%
Information & Technology	49,242	51,584	2,342	4.8%		51,584	2,342	4.8%
Sub-Total Internal Services	285,045	293,876	8,831	3.1%	788	294,664	9,618	3.4%
City Manager								
City Manager's Office	8,376	7,889	(487)	(5.8%)		7,889	(487)	(5.8%)
Sub-Total City Manager	8,376	7,889	(487)	(5.8%)		7,889	(487)	(5.8%)
Other City Programs								
City Clerk's Office	17,415	17,591	176	1.0%		17,591	176	1.0%
Legal Services	29,261	29,746	484	1.7%	687	30,432	1,171	4.0%
Mayor's Office				n/a				n/a
City Council	130	40	(90)	(69.2%)		40	(90)	(69.2%)
Sub-Total Other City Programs	46,806	47,377	570	1.2%	687	48,064	1,257	2.7%
Accountability Offices								
Auditor General's Office				n/a				n/a
Integrity Commissioner's Office				n/a				n/a
Office of the Lobbyist Registrar				n/a				n/a
Office of the Ombudsman				n/a				n/a
Sub-Total Council Appointed Programs				n/a				n/a
TOTAL - CITY OPERATIONS	2,910,805	2,962,874	52,069	1.8%	15,280	2,978,154	67,350	2.3%
Agencies								
Toronto Public Health	197,052	183,762	(13,290)	(6.7%)	824	184,585	(12,467)	(6.3%)
Toronto Public Library	16,516	17,593	1,077	6.5%		17,593	1,077	6.5%
Association of Community Centres	423	273	(150)	(35.4%)		273	(150)	(35.4%)
Exhibition Place	38,431	36,016	(2,415)	(6.3%)	655	36,671	(1,760)	(4.6%)
Heritage Toronto	449	460	10	2.2%		460	10	2.2%
Theatres	17,978	17,627	(352)	(2.0%)		17,627	(352)	(2.0%)
Toronto Zoo	38,855	39,180	325	0.8%		39,180	325	0.8%
Arena Boards of Management	8,407	8,652	245	2.9%		8,652	245	2.9%
Yonge-Dundas Square	1,873	1,945	73	3.9%		1,945	73	3.9%
Toronto & Region Conservation Authority	36,463	36,976	513	1.4%		36,976	513	1.4%
Toronto Transit Commission - Conventional	1,220,090	1,241,130	21,040	1.7%	2,000	1,243,130	23,040	1.9%
Toronto Transit Commission - Wheel Trans	6,514	6,954	439	6.7%		6,954	439	6.7%
Toronto Police Service	192,654	127,464	(65,190)	(33.8%)		127,464	(65,190)	(33.8%)
Toronto Police Services Board	750	750				750		
TOTAL - AGENCIES	1,776,456	1,718,780	(57,676)	(3.2%)	3,479	1,722,259	(54,197)	(3.1%)

TORONTO

CITY OF TORONTO
2016 COUNCIL APPROVED OPERATING BUDGET
REVENUE

(In $000's)	2015 Budget	2016 Base Budget	Change from 2015 Approved Budget		2016 New / Enh. Budget	2016 CN Approved Budget	Change from 2015 Approved Budget	
			$ Incr / (Dcr)	%			$ Incr / (Dcr)	%
Corporate Accounts								
Capital & Corporate Financing								
Capital from Current	29,803		(29,803)	(100.0%)			(29,803)	(100.0%)
Technology Sustainment				n/a				n/a
Debt Charges	28,603	23,306	(5,297)	(18.5%)		23,306	(5,297)	(18.5%)
Capital & Corporate Financing	58,406	23,306	(35,100)	(60.1%)		23,306	(35,100)	(60.1%)
Non Program Expenditures								
Tax Deficiencies/Write offs	32,204	32,204				32,204		
Assessment Function (MPAC)				n/a				n/a
Temporary Borrowing				n/a				n/a
Funding of Employee Related Liabilities				n/a				n/a
Tax Rebates for Registered Charities	6,371	7,157	786	12.3%		7,157	786	12.3%
Programs Funded from Reserve Funds	124,263	127,698	3,435	2.8%		127,698	3,435	2.8%
Other Corporate Expenditures	5,614	8,020	2,405	42.8%		8,020	2,405	42.8%
Insurance Premiums & Claims				n/a				n/a
Parking Tag Enforcement & Operations Exp				n/a				n/a
Vacancy Rebate Program				n/a				n/a
Heritage Property Taxes Rebate				n/a				n/a
Street & Expressway Lighting Services				n/a				n/a
Pandemic Influenza Stockpiling				n/a				n/a
Solid Waste Management Services Rebate				n/a				n/a
Non-Program Expenditures	168,453	175,079	6,627	3.9%		175,079	6,627	3.9%
Non Program Revenues								
Tax Stabilization Reserve (Prior Year Surplus)				n/a				n/a
Payments in Lieu of Taxes	97,525	102,830	5,305	5.4%		102,830	5,305	5.4%
Supplementary Taxes	35,000	40,700	5,700	16.3%		40,700	5,700	16.3%
Tax Penalty Revenue	29,000	29,000				29,000		
Municipal Land Transfer Tax	431,524	532,028	100,504	23.3%		532,028	100,504	23.3%
Third Party Sign Tax	11,784	11,952	167	1.4%		11,952	167	1.4%
Interest/Investment Earnings	125,344	117,995	(7,348)	(5.9%)		117,995	(7,348)	(5.9%)
Other Corporate Revenues	61,250	16,457	(44,793)	(73.1%)		16,457	(44,793)	(73.1%)
Dividend Income	67,500	67,500				67,500		
Provincial Gas Tax	91,600	91,600				91,600		
Parking Authority Revenues	109,268	56,327	(52,941)	(48.5%)		56,327	(52,941)	(48.5%)
Administrative Support Recoveries - Water	18,973	18,973				18,973		
Administrative Support Recoveries - Health & EMS	16,327	16,327				16,327		
Parking Tag Enforcement & Operations Rev	95,270	102,414	7,143	7.5%		102,414	7,143	7.5%
Other Tax Revenues	13,223	13,499	276	2.1%		13,499	276	2.1%
Woodbine Slots Revenues	15,000	15,500	500	3.3%		15,500	500	3.3%
Gaming & Registry Revenues	4,188	4,297	109	2.6%		4,297	109	2.6%
Non-Program Revenues	1,222,776	1,237,399	14,623	1.2%		1,237,399	14,623	1.2%
TOTAL - CORPORATE ACCOUNTS	1,449,635	1,435,784	(13,851)	(1.0%)		1,435,784	(13,851)	(1.0%)
TOTAL LEVY OPERATING BUDGET BEFORE ASSESSMENT GROWTH AND TAX INCREASE	6,136,895	6,117,438	(19,457)	(0.3%)	18,759	6,136,197	(698)	(0.0%)

NON LEVY OPERATION								
Solid Waste Management Services	370,785	389,009	18,224	4.9%		389,009	18,224	4.9%
Toronto Parking Authority	134,229	136,988	2,759	2.1%		136,988	2,759	2.1%
Toronto Water	1,081,135	1,158,479	77,344	7.2%		1,158,479	77,344	7.2%
TOTAL NON LEVY OPERATING BUDGET	1,586,150	1,684,476	98,327	6.2%		1,684,476	98,327	6.2%

TOTAL OPERATING BUDGET	1,158,479	7,801,915	78,870	6.8%	18,759	7,820,674	97,629	8.4%

CITY OF TORONTO
2016 COUNCIL APPROVED OPERATING BUDGET
TOTAL POSITIONS

Division/Program	2014 Council Approved Complement			2015 Council Approved Complement			2016 Council Approved Positions			Change from 2015 to 2016		
	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total	Permanent	Temporary	Total
Citizen Centred Services "A"												
Affordable Housing Office	15.0	4.0	19.0	15.0	4.0	19.0	15.0	4.0	19.0			
Children's Services	715.0	240.7	955.7	917.6	65.0	982.6	951.3	39.5	990.8	33.7	(25.5)	8.2
Court Services	282.0		282.0	282.0		282.0	282.0		282.0			
Economic Development & Culture	240.0	65.0	305.0	240.0	69.6	309.6	249.0	58.5	307.5	9.0	(11.1)	(2.1)
Toronto Paramedic Services	1,318.5	10.3	1,328.8	1,378.8	15.5	1,394.3	1,438.8	6.5	1,445.3	60.0	(9.0)	51.0
Long Term Care Homes & Services	2,179.8		2,179.8	2,225.9		2,225.9	2,372.0		2,372.0	146.1		146.1
Parks, Forestry & Recreation	1,908.0	2,461.6	4,369.6	1,937.0	2,560.1	4,497.1	1,959.1	2,648.1	4,607.2	22.1	88.0	110.1
Shelter, Support & Housing Administration	561.0	157.6	718.6	615.0	142.3	757.3	615.2	142.3	757.5	0.1		0.2
Social Development, Finance & Administration	119.5	7.0	126.5	121.5	9.0	130.5	127.5	10.0	137.5	6.0	1.0	7.0
Toronto Employment & Social Services	2,042.0	109.5	2,151.5	2,009.0	82.0	2,091.0	2,007.0	113.0	2,120.0	(2.0)	31.0	29.0
Sub-Total Citizen Centred Services "A"	**9,380.8**	**3,055.7**	**12,436.4**	**9,741.8**	**2,947.5**	**12,689.3**	**10,016.8**	**3,021.9**	**13,038.7**	**275.0**	**74.4**	**349.4**
Cluster B												
City Planning	343.0	21.5	364.5	351.0	22.0	373.0	353.0	19.0	372.0	2.0	(3.0)	(1.0)
Fire Services	3,124.5	2.3	3,126.8	3,148.0	8.3	3,156.3	3,165.0	3.3	3,168.3	17.0	(5.0)	12.0
Municipal Licensing & Standards	457.0	1.0	458.0	459.0	1.0	460.0	459.0	1.0	460.0			
Policy, Planning, Finance & Administration	195.0	7.4	202.4	189.0	7.4	196.4	189.0	7.4	196.4			
Engineering & Construction Services	527.0	14.1	541.1	526.0	14.1	540.1	534.0	32.1	566.1	8.0	18.0	26.0
Toronto Building	418.0	13.0	431.0	436.0	12.0	448.0	444.0	12.0	456.0	8.0		8.0
Transportation Services	1,068.9	42.4	1,111.3	1,068.6	44.7	1,113.3	1,071.6	51.4	1,123.0	3.0	6.7	9.7
Sub-Total Citizen Centred Services "B"	**6,133.4**	**101.7**	**6,235.1**	**6,177.6**	**109.5**	**6,287.1**	**6,215.6**	**126.2**	**6,341.8**	**38.0**	**16.7**	**54.7**
Internal Services												
Office of the Chief Financial Officer	101.0	11.0	112.0	103.0	12.0	115.0	102.0	13.0	115.0	(1.0)	1.0	
Office of the Treasurer	664.0	79.0	743.0	663.0	72.0	735.0	656.0	68.2	724.2	(7.0)	(3.8)	(10.8)
Facilities, Real Estate, Environment & Energy	943.2	61.3	1,004.5	953.2	63.1	1,016.3	955.2	67.3	1,022.5	2.0	4.3	6.3
Fleet Services	174.0		174.0	175.0	1.0	176.0	175.0	9.0	184.0		8.0	8.0
Information & Technology	598.0	158.0	756.0	618.0	220.0	838.0	635.0	215.0	850.0	17.0	(5.0)	12.0
311 Toronto	138.0	41.5	179.5	126.0	41.3	167.3	125.0	41.3	166.3	(1.0)		(1.0)
Sub-Total Internal Services	**2,618.2**	**350.8**	**2,969.0**	**2,638.2**	**409.3**	**3,047.5**	**2,648.2**	**413.8**	**3,062.0**	**10.0**	**4.5**	**14.5**
City Manager												
City Manager's Office	411.5	47.0	458.5	414.5	31.0	445.5	403.0	29.0	432.0	(11.5)	(2.0)	(13.5)
Sub-Total City Manager	**411.5**	**47.0**	**458.5**	**414.5**	**31.0**	**445.5**	**403.0**	**29.0**	**432.0**	**(11.5)**	**(2.0)**	**(13.5)**
Other City Programs												
City Clerk's Office	393.3	46.7	439.9	396.3	19.1	415.4	399.1	14.9	413.9	2.8	(4.3)	(1.5)
Legal Services	267.0	30.0	297.0	269.0	32.4	301.4	274.0	32.4	306.4	5.0		5.0
Mayor's Office	1.0	18.0	19.0	1.0	19.0	20.0	1.0	19.0	20.0			
City Council	44.0	132.0	176.0	44.0	132.0	176.0	44.0	136.0	180.0		4.0	4.0
Auditor General's Office	29.5		29.5	29.5		29.5	31.5		31.5	2.0		2.0
Office of the Lobbyist Registrar	8.0	0.3	8.3	8.0	0.3	8.3	8.0	0.3	8.3			
Integrity Commissioner's Office	2.0		2.0	3.0		3.0	3.0		3.0			
Office of the Ombudsman	11.0		11.0	12.0		12.0	12.0		12.0			
Sub-Total Other City Programs	**755.8**	**227.0**	**982.7**	**762.8**	**202.8**	**965.6**	**19,283.6**	**202.5**	**975.1**	**9.8**	**(0.3)**	**9.5**
TOTAL - CITY OPERATIONS	**19,299.6**	**3,782.2**	**23,081.8**	**19,734.9**	**3,700.1**	**23,435.0**	**28,550.4**	**3,793.4**	**23,849.6**	**321.3**	**93.3**	**414.6**
Agencies												
Toronto Public Health	1,793.0	84.1	1,877.0	1,818.0	57.3	1,875.3	1,822.0	50.0	1,872.0	4.0	(7.4)	(3.4)
Toronto Public Library	1,737.9		1,737.9	1,739.9		1,739.9	1,741.0		1,741.0	1.1		1.1
Association of Community Centres	77.9		77.9	77.9		77.9	77.9		77.9			
Exhibition Place	397.5		397.5	190.0	194.0	384.0	190.0	171.0	361.0		(23.0)	(23.0)
Heritage Toronto	7.0		7.0	7.0		7.0	7.0		7.0			
Theatres	76.9	79.6	156.5	87.1	76.0	163.1	87.1	84.8	171.9		8.8	8.8
Toronto Zoo	278.0	132.2	410.2	277.7	124.8	402.5	277.7	116.3	394.0		(8.5)	(8.5)
Arena Boards of Management	44.0	23.4	67.4	44.3	22.2	66.6	44.3	23.4	67.7		1.2	1.2
Yonge-Dundas Square	6.0	0.5	6.5	6.0	0.5	6.5	6.0	0.5	6.5			
Parking Tag Enforcement & Operations	394.0		394.0	394.0		394.0	394.0		394.0			
Toronto & Region Conservation Authority	334.0	85.6	419.6	334.0	85.6	419.6	334.0	85.6	419.6			
Toronto Atmospheric Fund	8.0		8.0	8.0		8.0	8.0		8.0			
Toronto Transit Commission - Conventional	12,934.0	89.0	13,023.0	13,612.0	100.0	13,712.0	13,858.0	117.0	13,975.0	246.0	17.0	263.0
Toronto Transit Commission - Wheel Trans	557.0		557.0	562.0		562.0	565.0		565.0	3.0		3.0
Toronto Police Service	7,659.0	211.0	7,870.0	7,883.0		7,883.0	7,881.0		7,881.0	(2.0)		(2.0)
Toronto Police Services Board	8.0		8.0	7.0		7.0	7.0		7.0			
Sub-Total Agencies	**26,312.1**	**705.4**	**27,017.5**	**27,047.9**	**660.5**	**27,708.4**	**27,300.0**	**648.6**	**27,948.5**	**252.1**	**(11.9)**	**240.2**
Total Tax Supported Operations	**45,611.8**	**4,487.5**	**50,099.3**	**46,782.8**	**4,360.6**	**51,143.4**	**55,850.4**	**4,441.9**	**51,798.1**	**573.4**	**81.4**	**654.7**
Rate Supported Operations												
Solid Waste Management Services	985.0	117.7	1,102.7	994.9	114.2	1,109.1	988.5	120.2	1,108.7	(6.4)	6.0	(0.4)
Toronto Water	1,650.0	101.7	1,751.7	1,649.0	112.7	1,761.7	1,653.0	103.7	1,756.7	4.0	(9.0)	(5.0)
Toronto Parking Authority	244.1	53.3	297.4	246.1	53.3	299.4	249.1	53.3	302.4	3.0		3.0
TOTAL - RATE SUPPORTED	**2,879.1**	**272.7**	**3,151.8**	**2,889.9**	**280.2**	**3,170.1**	**2,890.5**	**277.2**	**3,167.7**	**0.6**	**(3.0)**	**(2.4)**
TOTAL	**48,490.9**	**4,760.2**	**53,251.1**	**49,672.7**	**4,640.8**	**54,313.5**	**58,741.0**	**4,719.1**	**54,965.8**	**574.0**	**78.4**	**652.3**

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2016 - 2025 Capital Budget and Plan Overview

2016 Council Approved Tax & Rate Supported Capital Budget

SUMMARY

The City of Toronto's Council Approved 2016 to 2025 Tax and Rate Supported Capital Budget and Plan totals $33.501 billion. The Tax Supported Programs comprises 62% or $20.967 billion over the 10 years with the remaining attributable to the Rate Supported Programs in the amount of $12.534 billion as illustrated in Table 1 below.

Table 1
2016 – 2025 Capital Budget and Plan

Programs ($000)	2016				2016 - 2020				2016 - 2025			
	Council Approved		Debt Target	Over/ (Under)	Council Approved		Debt Target	Over/ (Under)	Council Approved		Debt Target	Over/ (Under)
	Gross	Debt/CFC			Gross	Debt/CFC			Gross	Debt/CFC		
Total - Tax Supported Programs	2,240,570	1,095,479	1,222,500	(127,021)	12,002,814	5,176,766	5,318,834	(142,068)	20,966,588	8,988,622	8,329,200	659,422
Rate Supported Programs	942,295				6,003,533				12,534,124			
Total - All Programs	3,182,865	1,095,479	1,222,500	(127,021)	18,006,347	5,176,766	5,318,834	(142,068)	33,500,712	8,988,622	8,329,200	659,422

This report presents the City of Toronto's 2016 - 2025 Council Approved Tax Supported Capital Budget and Plan and approval of 2016 Capital Budget and future year cash flow commitments for new capital projects. The 2016 Council Approved Capital Budget totals $3.008 billion (including 2015 carry forward funding of $767.749 million) requiring $1.280 billion in debt funding and future year cash flow commitments of $6.210 billion. Furthermore, this report confirms approval of the 2017 - 2025 Capital Plan of $12.516 billion, which will form the basis for developing future capital budgets, in accordance with the City's multi-year financial planning and budgeting policies and practices.

The 2016 - 2025 Capital Budget and Plan tries to satisfy Council's strategic priorities, balances the City's priority for state of good repair (SOGR) capital work and growth needs to address service gaps and focuses on prioritizing capital projects based on requirements, benefits and funding capacity. It places priority on the most urgent projects that protect the health and safety of citizens, meets legislated requirements, and those that maintain the City's infrastructure in a state of good repair. The 10 year Capital Budget and Plan allocates $13.188 billion or 63% to SOGR projects and $6.829 billion or 33% to service improvement and growth related projects.

Despite the significant capital investments being made in this Capital Plan, the City is facing particularly challenging issues with an aging infrastructure while planning for a growing population and address unmet service needs. The City has identify unfunded capital investments valued at $22.337 billion. While not all of the identified unmet capital projects are ready to be implemented immediately and there is opportunity for other funding sources, it is apparent that the City lacks sufficient revenues to fund all of the City's unmet capital requirements on its own over the next ten to twenty years.

In preparation of the 2016 - 2025 Council Approved Tax Supported Capital Budget and Plan, staff undertook a detailed review of capital requirements to ensure the City's highest needs are addressed within the approved debt affordability framework. However, there are still projects that must eventually be built (George Street Revitalization, AODA improvement and Long Term Care Revitalization) that must be done, but fall outside of the budget due to lack of funding.

In 2017 and beyond, the City needs to set priorities for capital work and assess revenue options in order to address unmet capital needs. The options may include, but not be limited to development financing, tax incremental financing, higher debt, capital levies, asset sales, road tolls and other new revenues. In addition, the City can revisit the self-imposed 15% limit on the debt service cost to tax levy ratio as part of the Long Term Fiscal Plan.

In order to manage debt, the 10 year Capital Budget and Plan continues to implement the non-debt capital funding strategies that include the annual 10% increase in Capital from Current (CFC) funding; Surplus Management Policy that allocates 75% of operating budget surplus allocated to capital financing; utilizing the proceeds from the monetization of the City's marketable assets; maximizing Development Charges funding; and new Provincial and Federal funding to offset future capital plan pressures.

Financial Impact

The 2016 Council Approved Capital Budget of $3.008 billion is comprised of $2.241 billion in new cash flow funding and $767.749 million in carry forward. The 2016 Council Approved Capital Budget also provides project cost authority totaling $5.006 billion and spending authority for $6.210 billion in future year commitments. In addition, the proposed Capital Budget and Plan includes capital estimates of $12.516 billion that form the base for future capital project; bringing the City's 10 year budget and forecast to total of $21.734 billion, as outlined in Table 2:

Table 2
2016 - 2025 Council Approved Capital Budget and Plan

(Millions)	New Project Cost	2016 Budget	2017 - 2025	Total 2016-2025
2016 New / Change in Scope Projects and Future Year Commitments	5,006	631	998	1,629
Previously Approved Projects and Future Year Commitments		1,543	5,212	6,755
Capital Plan Estimates			12,516	12,516
2 Year Carry Forward for Reapproval		67		67
Sub-Total		**2,241**	**18,726**	**20,967**
1 Year Carry Forward to 2016		767		767
Total	**5,006**	**3,008**	**18,726**	**21,734**

Where the Money Goes

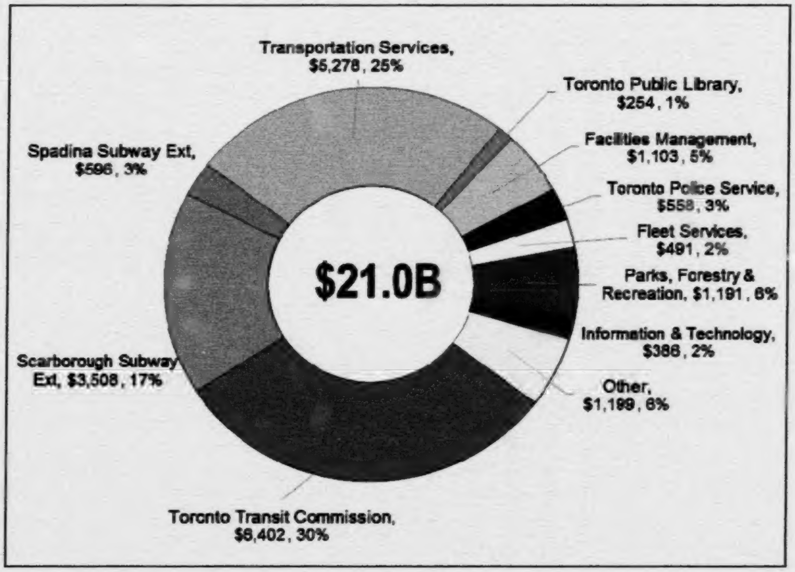
Balancing the extensive capital maintenance needs of the City's massive and aging infrastructure against demands for new investments to satisfy the service requirements of a growing population and emerging priorities within affordable debt limits continues to be a challenge for the City.

The 2016 - 2025 Council Approved Capital Budget and Plan allocates the majority of funding to Transit and Transportation Services ($15.784 billion or 75%), with the balance of the 10 year funding allocated as follows:

- Park, Forestry & Recreation - $1.191 billion (6%);
- Facilities, Real Estate, Environment and Energy - $1.103 billion (5%); and,
- Toronto Police Services - $558 million (3%).

The 2016 - 2025 Council Approved Tax Supported Capital Budget and Plan totals $20.967 billion (excluding 2015 funding carried forward into 2016). Chart 1 below provides a detailed breakdown of the capital investment by City Program and Agency.

Chart 1
2016 - 2025 Capital Budget and Plan – Where the Money Goes



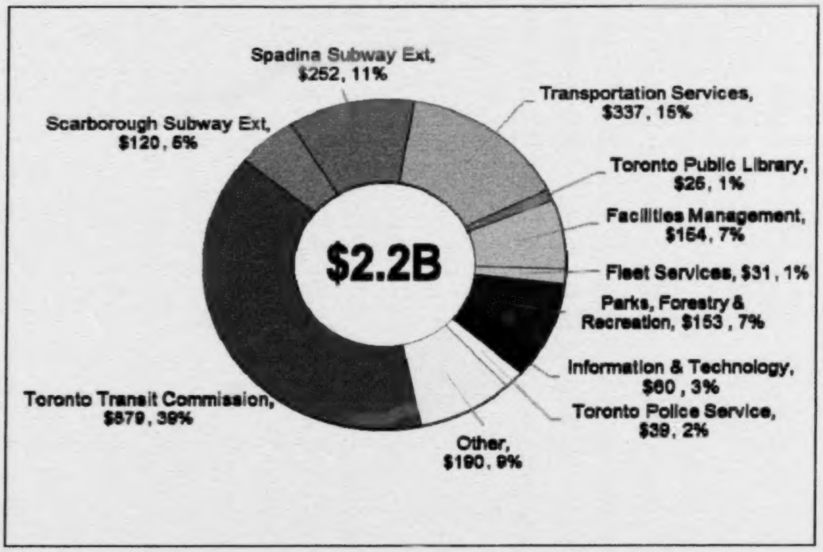
2016 Council Approved Capital Budget totaling $2.241 billion reflects a similar funding allocation as that of the 10 year Capital Plan. The majority of funding, $1.588 billion or 71% is allocated to Transit and Transportation Services; funding for Parks, Forestry & Recreation accounts for $153 million or 7% of capital investment; and, $154 million or 7% is allocated to Facilities Management.

The operating impact arising from the approval of the 2016 – 2025 Council Approved Capital Budget and Plan on the City's 2016 and future Operating Budgets totals $10.604 billion comprised of $62 million incremental impact on programs costs, $4.532 billion in Capital from Current (CFC) funding, and $6.010 million in debt service cost over the period of 10 years.

Managing the accumulated SOGR backlog is a key capital strategic priority for the City. This is evident throughout the 10 year capital planning period, as the 2016 - 2025 Council Approved Capital Budget and Plan allocates $13.188 billion or 63% of capital funding to capital works to ensure the City's infrastructure required to deliver services to the pubic are maintained in a state of good repair. With this sizebale capital investment, the City's SOGR backlog is stabilized with a small increase over the 10 year period. In addition, $6.829 billion or 33% of funding is allocated to service improvement and growth related projects. However, there are still some service area (Library, Facilities and AODA compliance) which have serious backlog that must be addressed in 2017 and beyond.

2016 Council Approved Capital Budget allocates $1.278 billion or 57% of total capital investment to SOGR projects in effort to stabilize the City's SOGR Backlog. In addition, $847 million or 38% of capital expenditures will address service improvements and growth related projects in order to address service needs arising from the City's growth.

Chart 2
2016 Capital Budget - Where the Money Goes



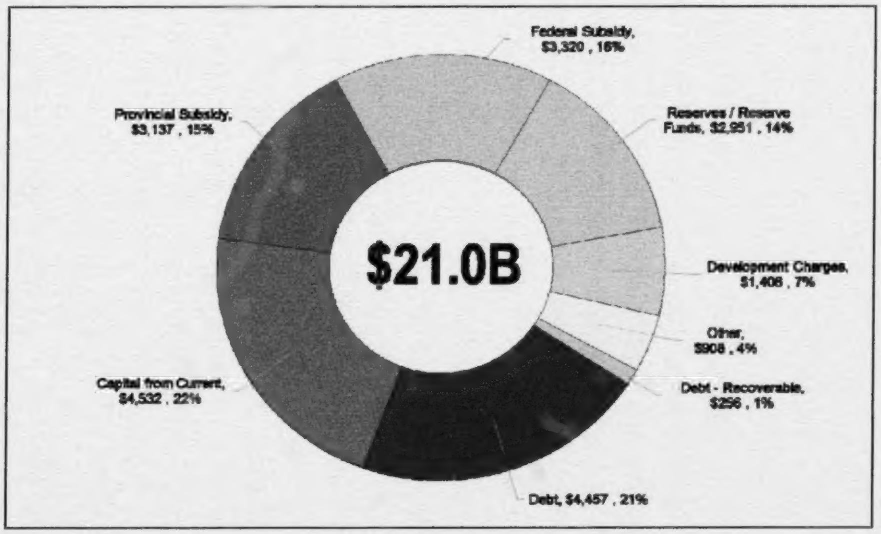
Where the Money Comes From

The City's 10 year Tax Supported Council Approved Capital Budget and Plan is financed from various funding sources, both external and City-owned, with debt being the funding of last resort. The City's goal is to maximize funding from external sources, including other orders of government; development charges; contributions from other purpose- specific reserves and reserve funds; developer and third party contributions, and donations, prior to utilizing City-owned sources such as Capital from Current funding and the issuance of debt.

The primary financing sources for the 2016 - 2025 Council Approved Capital Budget and Plan include Federal & Provincial Subsidy in the amount of $6.457 billion (31%) predominantly allocated to TTC; Reserve & Reserve Funds funding of $4.357 billion (21%) that reflects funding from the Capital Financing Reserve funded from the non-debt capital financing strategy; and, other funding (including donations, third party funding, recoverable debt) of $1.164 billion (5%).

Given the City's fiscal priority to increase Capital from Current (CFC) funding by 10% annually CFC will provide a total of $4.532 billion over the 10 year period. Consequently, the share of debt funding gradually decreases from 40% in 2016 to an average of 21% totaling $4.457 billion over the 10 year, while CFC funding increases to 22%, thereby achieving the City's target of 50/50 "pay-as-you-go" funding. Additionally, the City's other non-debt financing strategies have also helped to control debt levels maximizing development charge funding and utilizing the Capital Financing strategy's non-debt sources. However, one of the negative consequences of trying to limit the growth in the City debt is that many projects cannot be forwarded within the existing resources.

Chart 3
2016 -2025 Capital Budget and Plan - Where the Money Comes From



Capital funding for 2016 Council Approved Capital Budget is comprised of Federal & Provincial Subsidy in the amount of $391 million (18%); Reserve & Reserve Funds funding of $515 million (23%); Debt funding of $879 million (39%); CFC funding of $216 million (10%); and, other funding (including donations, third party funding, recoverable debt) of $240 million (10%).

All non-debt sources of funding have been maximized in 2016. It should be noted that, debt still represents 39% of total required funding for capital work, while CFC accounts only for 10% of funding. Accordingly, the City capital financing strategy seeks to increase the level of capital investment funded from property taxes (i.e. CFC).

Chart 4
2016 Capital Budget - Where the Money Comes From

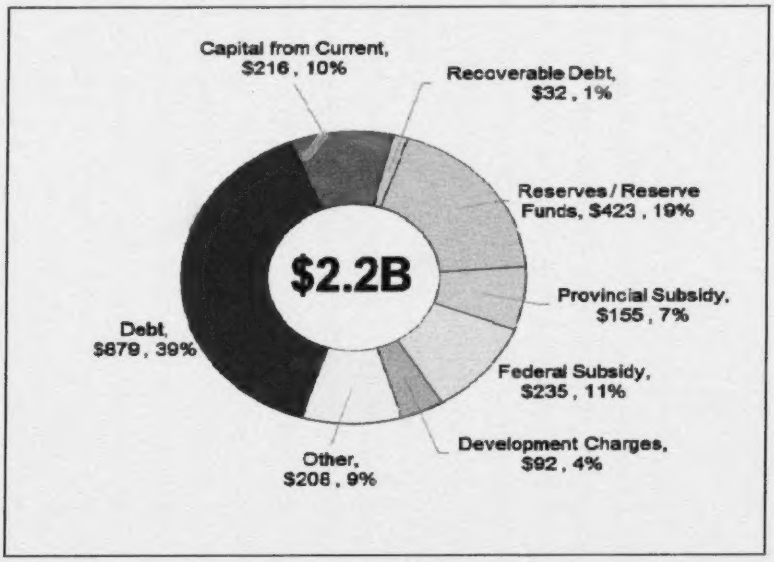
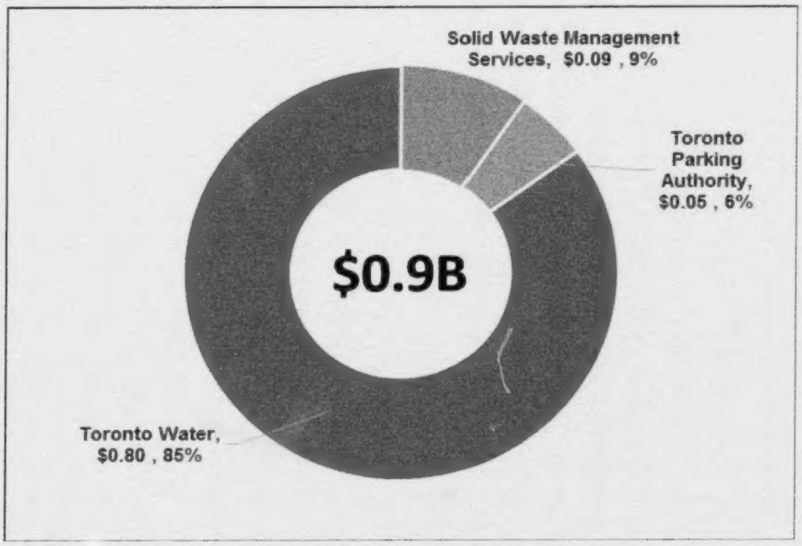


Chart 4.1
2016 Capital Budget – Where the money comes from (Rate Supported Programs)



Authority to Issue Debentures During 2016

The proceeds from the issuance of debentures will be used to finance capital expenditures that have been incurred or committed to projects approved by Council. The authority to borrow up to $900 million in 2016 has been authorized under By-law No. 75-2015.

Issuance Activity during 2015

The debenture authority approved by Council for 2015 was $900 million. Due to favorable capital market conditions and timing considerations, debenture issuance in the amount of $700 million was completed during the year to contribute to financing the City's capital requirements.

The details of the 2015 debenture issuance that were approved by the Debenture Committee are:

Issue Date	Amount	Interest Rate	Term
06-Feb-15	$200,000,000	2.47%	10 years
28-Apr-15	$200,000,000	2.99%	20 years
06-Nov-15	$100,000,000	2.65%	10 years
06-Nov-15	$100,000,000	3.57%	20 years
14-Dec-15	$100,000,000	3.60%	20 years

Approval of the 2016 Sinking Fund Levies

The City of Toronto Act 2006, sub-section 255 (4) states that, "If in any year an amount is or will be required by law to be raised for a sinking fund or retirement fund of the City, the City Treasurer shall prepare for City Council, before the budget for the year is adopted, a statement of the amount."

This report requests Council's approval for the 2016 sinking fund levies of $242.339 million for the City and $2.293 million for the Toronto District School Board (TDSB). Sinking fund levies related to TDSB's sinking fund debt will be fully recovered from the Board.

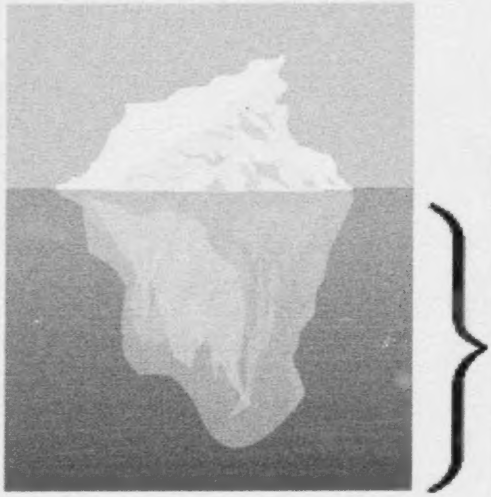
Unmet Needs and Funding Gap

Despite the increasing investment in capital infrastructure being made by the City, capital requirements have not been fully accommodated. While the City is trying to address investments required to ensure that existing City assets are maintained, planning for investments that meet City buildings objectives through revitalisation and service improvement have not been fully funded. To date, the City's capital investments are limited by debt funding capacity that is approaching the maximum level allowed by self-imposed 15% debt service policy. This results in a swollen unmet capital needs that have to be addressed in the near future.

Even with the approval of the 2016 – 2025 Council Approved Capital Budget and Plan of $20.967 billion, the City still has unmet capital needs valued at $22.337 billion. The list of capital projects represents known capital works that have been identified by staff or Council for which some work is underway but may not be exhaustive. These unmet needs are mainly driven by state of good repair backlog across the City and future city-building and service improvement initiatives such as the Downtown Relief Line, Smart Track, TTC, and other revitalization projects.

Table 3 below summarizes the major components of the above-mentioned “below the line” or unmet needs.

Table 3
Unmet Needs

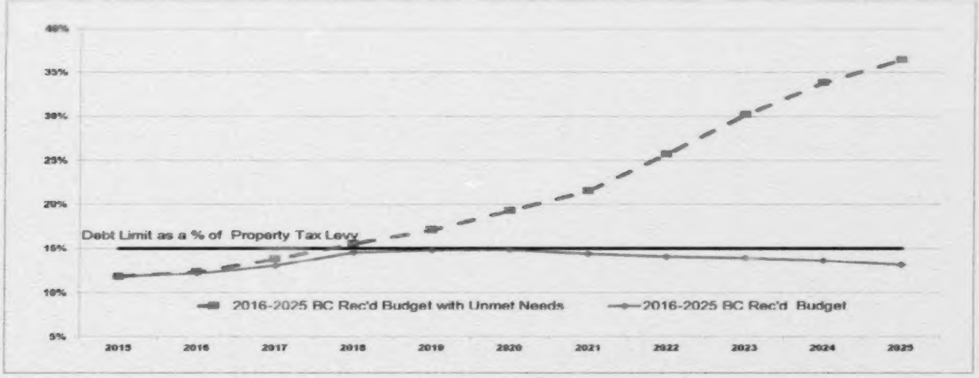


($ Million)	
TCHC State of Good Repair Backlog (Province/Federal Share of $2.6 Billion Requirement)	1,728
SOGR Backlog City Programs/Agencies	1,663
Toronto Transit Commission – Board Approved Unfunded Projects	2,679
Toronto Transit Commission – Future Capital Needs	2,233
George Street Revitalization	480
Long Term Care Home Services-Capital Renewal Strategy	246
Facilities AODA Compliance	192
Other Programs – Transportation Services, Fire Services, Facilities, I&T, Exhibition Place, Toronto & Region Conservation Authority, Toronto Public Health, Toronto Public Library, Sony Centre.	1,282
SmartTrack (City share)	2,600
Downtown Relief Line (Pape to St. Andrew Option)	4,100
Waterfront Transit (East Bayfront to Long Branch GO)	1,059
Lower Don Flood Protection *	975
Port Lands – Land Servicing *	150
Waterfront Public Realm Initiatives including north-south connections & additional ports	350
Unfunded Projects from Environmental Assessments – Value of Projects over 2016-2025 period likely to move forward	2,000 (low end)
TCHC Revitalization – Principal repayment for Regent Park & some SOGR projects	200
TCHC Revitalization – Additional funding for planned projects (Regent Park, Lawrence Heights, Alexandra Park, Leslie-Nymark, Allenbury Gardens, Railway Lands, 250 Davenport & Don Summerville)	400
Total of Unfunded Capital Projects	**22,337**

Note: * Represent gross costs. Federal and Provincial funding expected. City Share currently funded from development Charges and other sources.

Without any other funding sources, if all the $22.337 billion unmet needs are funded by the City's debt, the debt service cost as a percentage of the total tax levy – the financial policy the City uses to manage its financial risks - would soar to well above the City's self-imposed limit of 15 per cent as shown in Chart 5 below.

Chart 5
Debt Service Cost Impact with Unmet Needs



The debt service costs in the chart above would require an additional 65% residential property tax increase over the next 10 years. Evidently, the City cannot solely rely on debt issuance to solve the existing funding gap.

While not all of the identified unmet capital projects are ready to be implemented immediately and uncertainty remains about their final scope and ultimate funding sources, it is apparent that the City lacks sufficient revenues to fund all of the City's unmet capital requirements on its own over the next ten to twenty years.

In order to address the unmet capital requirements, the City needs to set priorities for capital work and evaluate revenue options. The options may include, but not be limited to development financing, tax incremental financing, higher debt, capital levies, asset sales, road tolls and other new revenues. In addition, the City can revisit the measurement and policy regarding the 15% limit on the debt service cost to tax levy ratio as part of the Long Term Fiscal Plan.

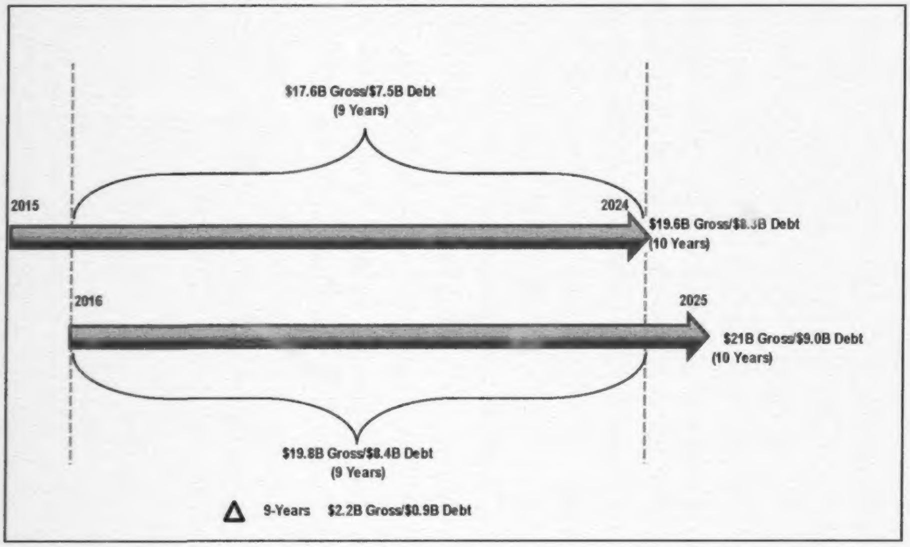
COMMENTS

2016 – 2025 Council Approved Tax Supported Capital Budget and Plan

The 2016 - 2025 Council Approved Tax Supported Capital Budget and Plan totals $20.966 billion (excluding 2015 funding carried forward into 2016). Of the total capital investment, $8.988 billion will be funded by debt/CFC, which are ultimately funded by property taxes.

Compared to the 2015-2024 Council Approved Capital Budget and Plan, the 2016-2025 Council Approved Capital Budget and Plan increases capital expenditures for the common 9 years of the Plan by $2.208 billion and increase debt funding by $937 million. The majority of this additional funding is required to fully fund the rehabilitation of the F. G. Gardiner Expressway. $1.334 billion has been added to accelerate repairs that could further accelerate the work by up to 6 years.

Chart 6
9 YR Comparison



10 Year Capital Plan by Category

The City's capital works during the 2016 - 2025 Capital Plan period is focused on SOGR projects, while satisfying the City's need to improve services and address growth with in current funding constrains, as noted in Table 4 below. This table also provides details of capital funding by funding source in each of the 10 years.

Table 4
2016 - 2025 Tax Supported Capital Budget and Plan - by Category and Financing Source

	2016 - 2020							2021 - 2025		2016 - 2025	
Expenditures:	**2016**	**2017**	**2018**	**2019**	**2020**	**Total**	**%**	**Total**	**%**	**Total**	**%**
Health and Safety	33	35	22	16	22	127	1.1%	100	1.1%	227	1.1%
Legislated	83	96	100	85	71	436	3.6%	286	3.2%	722	3.4%
State of Good Repair	1,278	1,627	1,410	1,361	1,003	6,679	55.6%	6,509	72.7%	13,188	62.9%
Service Improvement and Enhancement	337	387	228	118	67	1,137	9.5%	264	2.9%	1,401	6.7%
Growth Related	510	731	538	965	885	3,630	30.2%	1,799	20.1%	5,429	25.9%
Total Expenditures	**2,241**	**2,877**	**2,299**	**2,545**	**2,047**	**12,008**	**100%**	**8,959**	**100%**	**20,967**	**100%**
Funded By:											
Provincial	155	279	298	598	518	1,848	15.4%	1,289	14.4%	3,137	15.0%
Federal	235	265	223	331	321	1,375	11.5%	1,945	21.7%	3,320	15.8%
Reserves	308	431	314	285	225	1,563	13.0%	1,025	11.4%	2,588	12.3%
Reserve Funds	115	99	40	21	18	293	2.4%	70	0.8%	363	1.7%
Debt - Rec	32	72	38	25	18	185	1.5%	71	0.8%	256	1.2%
Development Charges	92	212	213	191	178	885	7.4%	521	5.8%	1,406	6.7%
Other	208	247	118	59	51	683	5.7%	225	2.5%	908	4.3%
Capital from Current	216	292	352	387	426	1,673	13.9%	2,859	31.9%	4,532	21.6%
Debt	879	980	703	649	292	3,504	29.2%	953	10.6%	4,457	21.3%
Total Funding	**2,241**	**2,877**	**2,299**	**2,545**	**2,047**	**12,008**	**100%**	**8,959**	**100%**	**20,967**	**100%**

Note: "Reserves" primarily reflects funding from the Capital Financing Reserve funded by future operating budget surpluses; and proceeds from monetization of City assets and investments. "Other" includes cash donations and third party contributions.

It should be noted that:

- SOGR funding represents 63% of the total capital investment in the 2016 – 2025 Council Approved Capital Budget and Plan and it is mainly driven by SOGR needs in TTC and Transportation.

- Over the 10 year period, 33% is dedicated to Service Improvements and Growth Related capital projects. The majority of funding is allocated to Parks, Forestry and Recreation, Facilities Management and Transportation.

- Provincial and Federal funding represent 31% of capital financing in the 10 year period mainly distributed to Facilities Management, TTC and Transportation for cost sharing expenditures.

- Reserve/Reserve Fund funding represents 21% of capital funding, mainly contributed from the Capital Financing Reserve owing to the City's non-debt financing strategy.

- Over the 10 year period, the 2016 - 2025 Council Approved Capital Budget and Plan achieves the City's goal for 50% debt and "pay-as-you-go" or Capital from Current (CFC) funding as part of its non-debt strategy.

2016 Council Approved Capital Budget Including Carry Forward Funding

In accordance with the City's Carry Forward Funding Policy, financing to continue work on 2015 projects that were not completed as planned requires Council approval to carry forward the unspent cash flow and re-budget the funding balance. A capital project with carry forward funding is a previously approved project for which approved capital work was not completed on schedule and the associated cash flow budget was not fully spent and / or committed in the year of approval. In these situations, the unspent amount, or a portion thereof, will be required to complete the project and is carried forward to the following year and added to the new cash flow estimates without impacting debt borrowing levels.

Including 2015 carry forward funding of $767.749 million the 2016 Council Approved Capital Budget for Tax Supported Programs/Agencies is $3.008 billion.

2016 Council Approved Capital Budget and Future Year Commitments

Approval of the 2016 Council Approved Capital Budget of $2.241 billion (excluding 2015 funding carried forward into 2016) will commit the City to future year cash flow funding of $2.320 billion in 2017; $1.387 billion in 2018; $1.022 billion in 2019; $544.106 million in 2020; and $936.045 million from 2021 to 2025 for recommended new capital projects, approved capital projects with change in scope and for previously approved projects currently under way.

The future year commitments are primarily attributable to Transit and Transportation as a result of the multi-year F.G. Gardiner project, road and bridge rehabilitation, and transit fleet and subway extension projects. Facilities Management, Park, Forestry & Recreation and Toronto Public Library are also the major contributors to the future year commitments, as they have many multi-year, multi-phased facility projects.

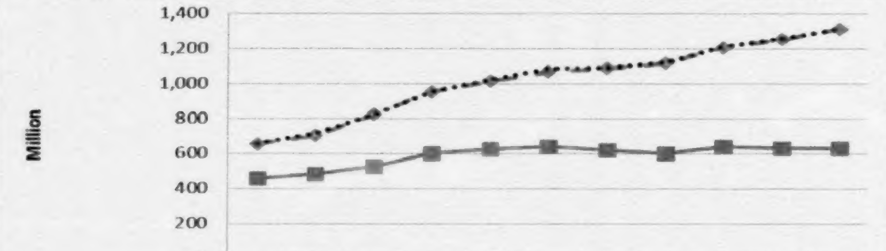
Incremental Operating Impacts

As part of the annual Capital Budget process, the incremental cost impact on the Operating Budget from completed capital projects over their useful life is estimated and evaluated. The objective of this evaluation is to ensure that all operating cost increases associated with the completion of capital projects are planned, accurate and affordable. Similarly, incremental operating savings or revenues arising from the completion of capital projects are also captured. Capital projects will impact the Operating Budget in the following ways:

- Principal repayment and interest payments on debt issued to finance the capital plan (i.e. debt service costs);
- Direct contributions from the operating fund to finance pay-as-you-go capital projects thereby reducing the annual borrowing requirements;
- Increased operating costs including on-going maintenance and programming costs for new infrastructure and rehabilitated or expanded facilities; cost to sustain new technology; and / or,
- Efficiency savings from capital investments that reduce operating costs.

The operating impact arising from the approval of the 2016 - 2025 Council Approved Capital Budget and Plan on the City's 2016 and future years operating budgets, totals $10.604 billion over the 10 year period. It is comprised of incremental impact on program cost of $62 million, debt service charges totalling $6.010 billion, while contribution from current funding for capital works over 10 year period accounts for $4.532 billion.

Chart 7
Operating Impact



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
•••••• Oper. Impact		15	2	0	10	21	2	2	4	5	1
—◆— CFC	198	216	293	351	387	427	468	515	567	623	685
—■— Debt Charges	458	486	531	602	627	641	620	603	640	630	631

What is Being Built - Project Highlights

Listed below are key capital initiatives to be delivered by the 2016 - 2025 Council Approved Capital Budget and Plan. These capital investments contribute toward fulfilling the City's priorities and ensure that assets used to deliver services to the public are reliable by maintaining them in a state of good repair, balanced with key investments that advance the City building objectives to address service demands and growth.

Transit and Transportation

A major priority of Council is to make Toronto a City that moves people by transit, roadways, and cycling infrastructure and reduce traffic congestion whereby maintaining infrastructure in a state of good repair. The 2016 – 2025 Council Approved Capital Budget and Plan includes projects that will:

- Repair approximately 1,000 km of roads, 50 km of expressways, 600 km of sidewalks and 150 bridges - $4.219 billion;
- Expand cycling infrastructure that includes a network of 842 km of cycle tracks, bike lanes, trails and signed routes - $89.7 million;
- Minimize traffic congestion - $335.8 million; and,
- Expand the transit system to manage ridership growth - McNicoll Bus Garage Facility ($174.758 million), implementation of the PRESTO fare collection system ($43.662 million) and address the state of good repair maintenance work over the 10 year ($1.673 billion).

Emergency Services

Public safety and responsive emergency services are a major priority for the citizens of Toronto. To this end, the 2016 – 2025 Council Approved Capital Budget and Plan includes projects that will:

- Construct new fire stations (Chaplin, Station D in Downsview, Station A, Highway 27) or renovate and repurpose existing (North West District EMS Multi-Function Station, Fire Station #424 at Runnymede Road) - $25 million;
- Enhance the Computer Aided Dispatch and the Emergency Communication Systems - $1.9 million;
- Purchase 150 thermal imaging cameras and bunker suits, replace training equipment and purchase specialized fire trucks - $8.5 million; and,
- Rehabilitate and upgrade Police facilities to support service delivery - $28 million.

Public Places

The City is investing in public spaces that are developed and maintained for the use and enjoyment by the general public. The 2016 – 2025 Council Approved Capital Budget and Plan includes projects that will:

- Continue existing and begin new service improvement projects (Union Station Revitalization St. Lawrence Market North Redevelopment, Toronto Strong Neighbourhoods Strategy and Wellesley Place Employment and Social Service) - $274.9 million;
- Address state of good repair backlog for City owned buildings ($524.054 million);
- Address Environmental Stewardship initiatives (Sustainable Energy Program projects, Yonge-York Mills Channel, Black Creek Channel, Sheppard and Malvern Channels in response to adverse weather storms, Tommy Thompson Park, Ashbridges Bay and Keating channel dredging) - $168.9 million;
- Plan and develop the City's waterfront (precinct implementation in the West Don Lands and East Bayfront, Fort York Pedestrian and Cycle Bridge, Under Gardiner project, Lower Don Flood Protection project) - $44 million;
- Continue working with BIA's to improve streetscapes and commercial facades - $6.4 million; and,
- Invest in arts, culture and heritage - $15.836 million.

Community Programs and Services

The City offers community programs and services that improve the quality of life of all its citizens and ensure opportunity for all. The 2016 – 2025 Council Approved Capital Budget and Plan funds projects that will:

- Invest in state of good repair of Parks, Forestry & Recreation's facilities and assets, upgrade playgrounds city-wide and develop parks - $693.4 million;
- Design and construct 2 ferry boats - $20.775 million;
- Provide new community centres (York Community Centre, Bessarion Community Centre; Railway Lands/Block 31 Community Centre; Western North York Community Centre; North East Scarborough Community Centre; and 40 Wabash/Parkdale Community Centre) - $233.5 million;
- Begin new, continue existing and plan work for future construction as well as address urgent, AODA and growing state of good repair needs for Toronto Public Libraries (TPL) - $50.7 million;
- Continue to replace, develop and implement new technologies through the Technology Asset Management Program and the Virtual Branch Services - $10.2 million;
- Complete construction on 4 Child Care Centres with 235 spaces - $13.3 million;
- Continue development of the Customer Service Improvement project to enhance online service for families and child care operators - $2.4 million;

- Complete construction of Kipling Acres Phase II, a 145 bed facility and continue the capital maintenance plan to address state of good repair and health and safety requirements at 10 long-term care homes - $19.8 million; and,
- Begin the needs analysis, risk assessment and specification development for the Electronic Healthcare Record System - $2.2 million.

Managing the City's Growth

City Planning helps to guide and manage the City's growth, and the effects on the social, economic and natural environment while striving to enhance the quality of life for Toronto's diverse residential and business communities. The 2016 – 2025 Council Approved Capital Budget and Plan funds projects that will:

- Implement the Civic Improvement Places Program - $28.9 million; and,
- Complete various growth-related studies (Avenue Studies; Transportation and Transit Planning Studies; Local Area Studies; and, Heritage Conservation District Studies) - $23.9 million.

Access to City Staff and Services

Residents will be provided with direct and simple access to City staff and services. The 2016 – 2025 Council Approved Capital Budget and Plan includes projects that will:

- Continue the City-wide enterprise projects that will provide the fundamental building blocks for a robust information management infrastructure and enables the public to access City information easily, provide new channels for booking city services and facilities online and develop an account management tool with payment module that will enable the public to register and pay for City Services - $13.9 million;
- Maintain the technology solution in a state of good repair to ensure continuity of the 311 Contact Centre operations - $18.882 million; and,
- Study and assess possible service integration opportunities - $1.8 million.

Transforming City Government

The City is investing in various initiatives that require significant resources and change management capacity to transform business services or capabilities and drive value-added outcomes for service and information delivery and integration. The 2016 – 2025 Council Approved Capital Budget and Plan includes projects that will:

- Transform the business through enterprise Time Attendance & Scheduling and Payroll initiatives with modernized and common systems in staff scheduling and payroll processes - $9.603 million;

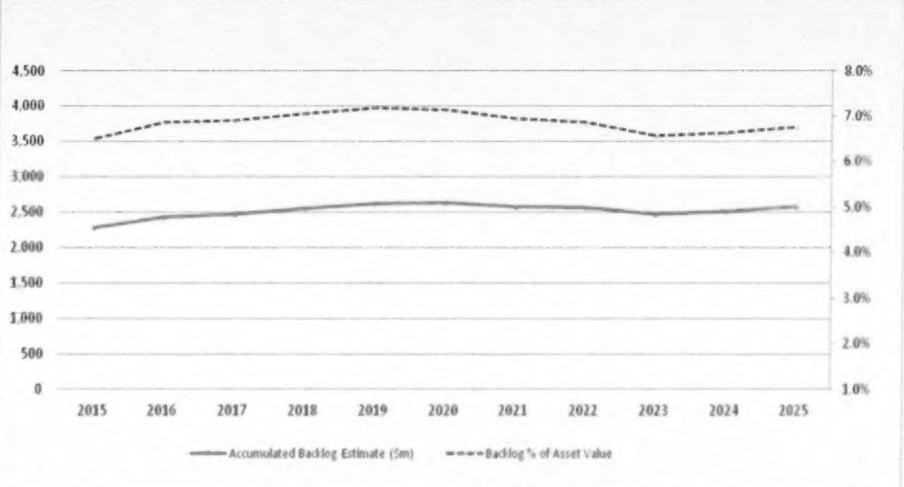
- Transform the business with IT Foundation initiatives for workforce mobility, collaboration and business intelligence/data analytics capabilities - $15.662 million;
- Transform the business with Online Service Delivery initiatives for www.toronto.ca to enhance access to services and establish a more customer-centric design - $6.762 million; and,
- Transform Supply Chain Management business process enterprise-wide to improve the overall quality and timeliness of the City's procurement process and agreements - $6.075 million.

State of Good Repair (SOGR) Backlog

The 2016 – 2025 Council Approved Tax Supported Capital Budget and Plan includes $13.187 billion or 63% funding devoted to State of Good Repair projects. This capital investment will stabilize SOGR backlog over the 10 year planning period, from 6.9% as a percentage of total asset value in 2016 to 6.8% of total asset value in 2025.

However, the SOGR backlog will increase for certain Programs as greater emphasis is being placed on completing condition assessments as a part of an effort to improve asset lifecycle management and more accurately identify and represent SOGR needs in the City's portfolio. The results from the condition assessments are more precisely identifying accumulated SOGR backlog estimates and estimates are being revised.

Chart 8
SOGR Backlog (Tax)



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Total Asset Value	35,134	35,443	35,683	36,240	36,526	36,822	37,086	37,369	37,650	37,925	38,209
Accumulated Backlog Estimate ($m)	2,283	2,432	2,466	2,557	2,625	2,628	2,574	2,565	2,474	2,515	2,583
Backlog % of Asset Value	6.5%	6.9%	6.9%	7.1%	7.2%	7.1%	6.9%	6.9%	6.6%	6.6%	6.8%

The primary programs that have a SOGR backlog are: Transportation Services, Facilities Real Estate, Environmental and Energy (FREEE), Toronto Transit Commission (TTC), Toronto and Region Conservation Authority (TRCA), Toronto Public Library (TPL), and Parks, Forestry & Recreation (PF&R) which make up $2.009 billion 87.9% of the $2.283 billion SOGR backlog at the end of 2015.

Over the 10 year period, these key Programs with SOGR backlog make up $2.401 billion or almost 93% of the $2.583 billion SOGR backlog by the end of 2025, as summarized in Table 5 below.

Table 5
SOGR Backlog by Program – Summary

$ Million	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Transportation Services	1,011	1,065	1,120	1,174	1,174	1,163	1,147	1,127	1,071	1,128	1,197
Facilities Management, Real Estate & Environment	418	390	370	366	428	425	417	449	447	456	473
Toronto Transit Commission	0	0	0	52	114	167	211	251	282	309	346
Toronto & Region Conservation Authority	231	228	220	211	200	191	180	173	165	152	141
Toronto Public Library	37	44	53	60	64	77	82	88	93	109	123
Parks, Forestry & Recreation	311	442	453	456	414	386	330	280	225	173	121
Other	274	264	249	238	230	219	207	198	192	189	182
Total SOGR Backlog	2,283	2,432	2,466	2,557	2,625	2,628	2,574	2,565	2,474	2,515	2,583
Total Asset Value (end of year)	35,134	35,443	35,683	36,240	36,526	36,822	37,086	37,369	37,650	37,925	38,209
SOGR as % Asset Value	6.50%	6.86%	6.91%	7.06%	7.19%	7.14%	6.94%	6.86%	6.57%	6.63%	6.76%

Overall, estimates indicate that the current accumulated Tax Supported SOGR backlog is stabilized with marginal changes in the backlog for Transportation Service and FREEE, but more significant increases for TTC and Library.

Increased strategic investments made in the last few years in Park, Forestry & Recreation, TRCA and other Programs' SOGR Backlogs have resulted in the SOGR Backlog decreasing for these City Programs and Agencies. Going forward, focus will be placed on addressing key areas such as AODA requirements in Facility Managements and Toronto Library backlog.

Capital Financing

To fund the Capital Budget and Plan, debt is used as the funding of last resort after all other funding sources have been maximized first. In order to ensure that the Capital Budget and Plan is affordable, the City issues debt targets to City Programs and Agencies by year based on previously approved debt and the 15% debt servicing limit.

Table 6 below compares the 2016 - 2025 Council Approved Capital Budget and Plan's gross expenditures and debt requirement to the City's debt target by Cluster and Agency, highlighting the Capital Budget and Plan for TTC.

Table 6
10 Year Capital Budget & Plan

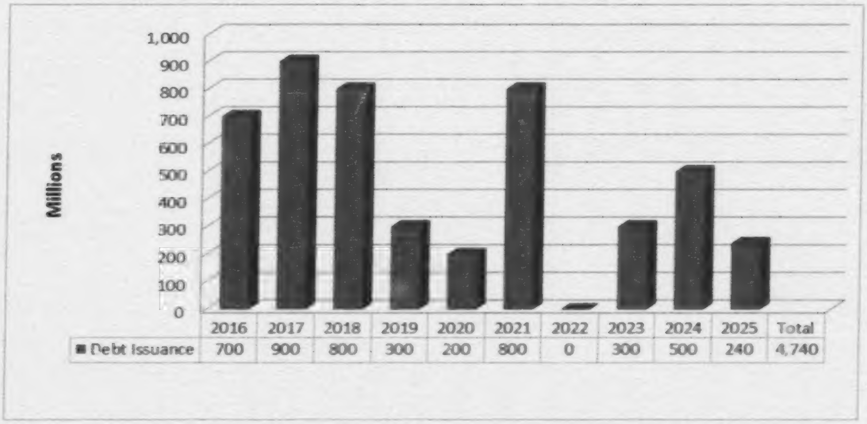
Programs ($000)	2016				2016 - 2020				2016 - 2025			
	Council Approved		Debt Target	Over/ (Under)	Council Approved		Debt Target	Over/ (Under)	Council Approved		Debt Target	Over/ (Under)
	Gross	Debt/CFC			Gross	Debt/CFC			Gross	Debt/CFC		
Citizen Centred Services - A	229,280	105,806	112,436	(6,630)	1,047,313	525,132	527,427	(2,295)	1,639,941	987,304	987,349	(45)
Citizen Centred Services - B	383,395	263,984	297,079	(33,095)	1,859,023	1,305,970	1,580,673	(274,703)	5,512,174	3,463,530	2,940,256	523,274
Internal Services	271,108	136,002	149,588	(13,586)	1,209,226	516,656	500,770	15,886	2,081,459	984,620	918,731	65,889
Other City Programs	5,135	3,160	15,719	(12,559)	15,522	7,117	15,705	(8,588)	46,197	34,317	28,305	6,012
Total - City Operations	888,918	508,952	574,822	(65,870)	4,131,086	2,354,875	2,624,575	(269,700)	9,279,771	5,469,771	4,874,641	595,130
Agencies	100,027	61,237	64,417	(3,180)	596,452	329,017	335,495	(6,478)	1,180,957	627,779	616,292	11,487
Total - Tax Supported before TTC	988,945	570,189	639,239	(69,050)	4,727,538	2,683,892	2,960,070	(276,178)	10,460,728	6,097,550	5,490,933	606,617
TTC	1,251,625	525,290	583,261	(57,971)	7,275,276	2,492,874	2,358,764	134,110	10,505,860	2,891,072	2,838,267	52,805
Total - Tax Supported Programs	2,240,570	1,095,479	1,222,500	(127,021)	12,002,814	5,176,766	5,318,834	(142,068)	20,966,588	8,988,622	8,329,200	659,422

During the 2016 Budget process, Financial Planning staff commenced detailed review of capital projects based on project readiness and capacity to deliver and assessed projects based on needs and benefits. As a result of these actions, cash flow funding has been adjusted over each of the 10 years, projects have been reprioritized, and estimates have been revised and timing adjusted. Consequently, capital funding requirements in 2016 are below the debt target. This trend continues for the first 5 years of the 10 year Capital Plan, however, debt has increased during the last 5 years, bringing the total 10 year capital requirements above the prescribed debt target by $659.422 million. Increased debt requirement to reflect the hybrid option is mainly driven by TTC projects and Rehabilitation of F. G. Gardiner Expressway project.

Debt Issuance

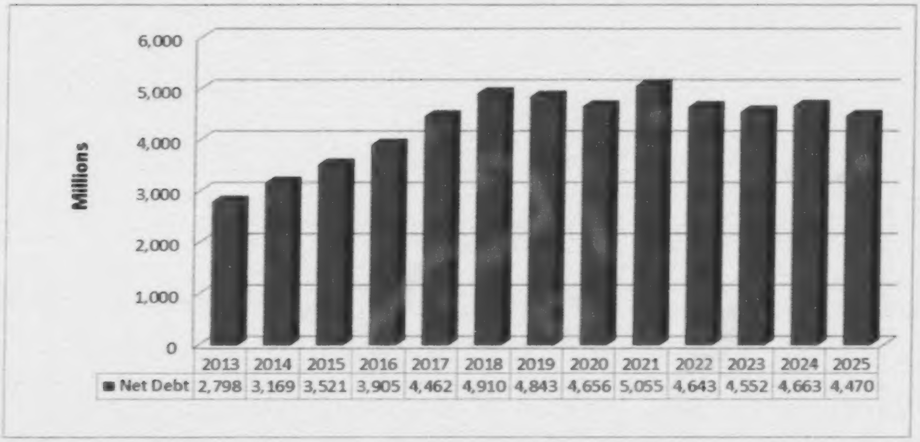
To accommodate the capital investments outlined in 2016 - 2025 Council Approved Capital Budget and Plan, City will need to issue $4.740 billion in debt that will be repaid through the property tax levy. Chart 9 below shows debt issuance annually during this 10 year period.

Chart 9
2016 - 2025 Debt Issuance



As a result of the debt issuance, the City's outstanding debt will total $4.470 billion at the end of the 2025 as outlined in Chart 10 below:

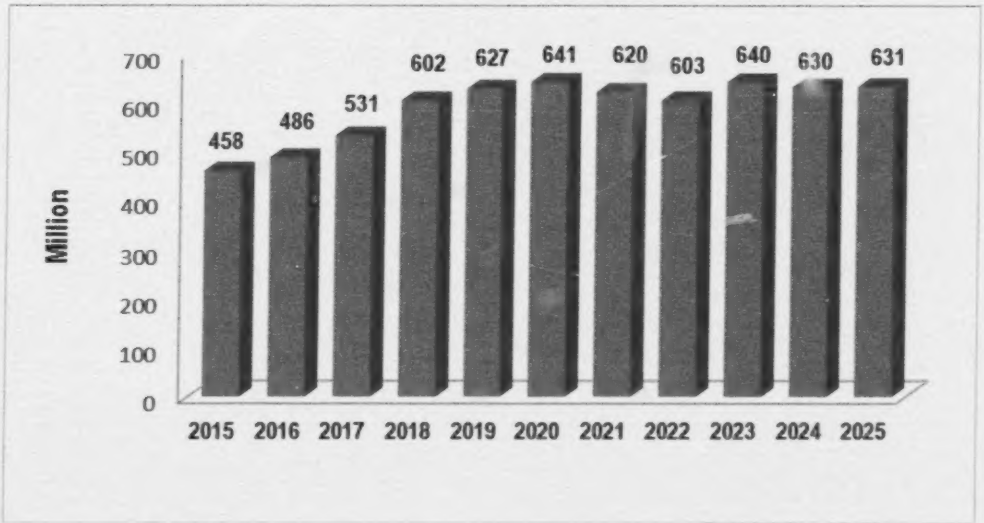
Chart 10
2013 -2025 Outstanding Debt



Debt Service Charges

To meet its borrowing obligations, the City budgets debt service charges in its Operating Budget to repay both the principal and interest cost associated with its debt issuance for capital projects. In 2016, the debt service charge is budgeted at $486 million, and planned to increase to $631 million in 2025 as shown in Chart 11 below, based on the 2016 – 2025 Council Approved Capital Budget and Plan.

Chart 11
2015 - 2025 Debt Charges

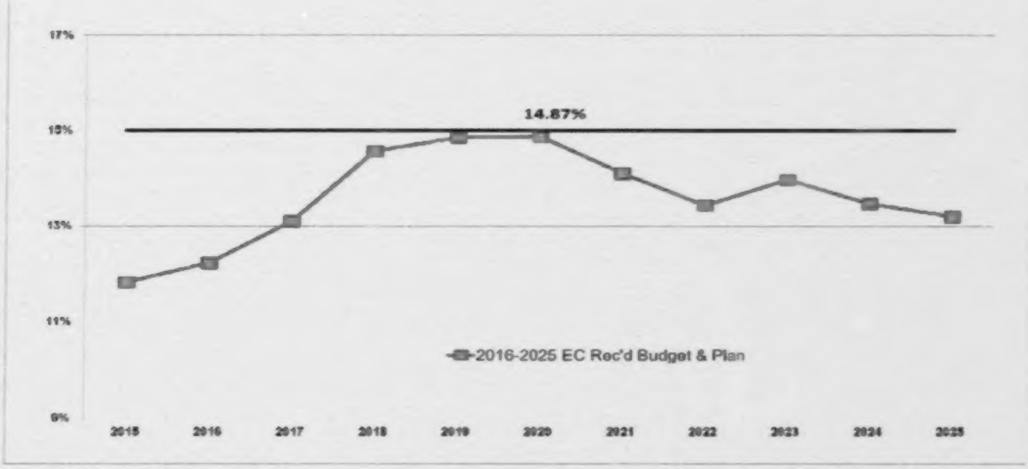


At its meeting of February 23 and 24, 2011 (EX3.3), Council adopted a maximum limit of 15% of debt service charges as a percentage of property taxes (debt service ratio). This budget has been prepared on the limit which was established by Council in 2006.

The debt service charge ratio resulting from the 2016 – 2025 Council Approved Capital Budget and Plan will be set at 12.24% in 2016 and gradually increase to a peak level of 14.87% in 2020 before declining to 13.21% in 2025. Chart 12 below shows the impact of the recommended debt levels in the 10 year Capital Plan against the City's 15% debt servicing ration guideline.

It should be noted that trend also includes the objective of reducing the City's unfinanced debt from $781.805 million in 2015 to $201.673 million by the end of 2025.

Chart 12
Debt Service Cost Compared to 15% Guideline



Non-Debt Capital Financing

Capital Financing Strategy for Priority Projects

In 2012, the City established a capital financing strategy to be applied against emerging capital needs to mitigate City-wide debt requirements. These funds are to be applied in a strategic manner against capital projects that meet prescribed criteria such as useful life or type of capital asset, enabling the City to keep the debt service cost ratio below the threshold of 15% of property tax funding. This strategy ensures that the capital projects are properly funded, the City's debt is minimized, and that the City is protected from adverse economic risks.

A major funding source of this strategy is the operating surplus. The Surplus Management policy approved by Council in 2004 states that the surplus be applied in priority order to the following:

a) Capital Financing Reserve (at least 75% of the surplus); and,
b) The remainder to fund any underfunded liabilities and/or reserve funds as determined by the Deputy City Manager & Chief Financial Officer.

75% of Operating surplus, proceeds from the monetization of the City asset, dividends from Build Toronto and other City Agencies and a budgeted amount of Municipal Land Transfer Tax revenue beyond the base revenue level taken into City's Operating Budget will go into the Capital Financing Reserve to fund capital projects.

As indicated in Table 7 below, it is projected that from 2012 to 2025, an estimated $2.366 billion will be generated from this strategy and used to fund $2.342 billion in capital projects including $1.34 billion for TTC, $898 million for Transportation and $124 million for other Programs. It should be noted that at the end of 2015, the City has secured $1.085 billion by utilizing this strategy.

Table 7
Capital Financing Strategy

Capital Financing Strategy - Reserve XQ0011															
	2012 - 2015 Secured Revenue				Future Year Capital Financing Strategy Revenue Estimates										
Description ($ Millions)	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**Total**
Enwave	167														**167**
Enwave Dividend	11														**11**
TPLC Dividend	40														**40**
Prior Year Operating Surplus	214	186	126	155	92	50	50	50	50	50	50	50	50	50	**1,223**
MLTT (Above Operating Budget)				40	40	25	15								**120**
DC Increases								30	30	30	30	30			**150**
Future Years BT Dividend	20		10	15	25	25	25	25	25	25	25	25	25	25	**295**
Future Years Fed/Prov								50	50	50	50	50			**250**
TPA One-Time				67	9										**77**
Other	1	3													**4**
Bank Tower Surplus		30													**30**
Total:	**453**	**219**	**136**	**277**	**166**	**100**	**90**	**155**	**155**	**155**	**155**	**155**	**75**	**75**	**2,366**

Past, Current & Future Year Funding Requirements															
Description ($ Millions)	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**Total**
TTC Capital	45	60	252	228	147	196	130	116	60						**1,234**
TTC TYSSE (2015 In-Year)					39	51									**90**
Transportation Capital		15	61	61	48	65	45	44	42	42	42	316	59	59	**898**
FREEE Capital (St. Lawrence N.)						8	8								**15**
Other Program Draws			**37**	7	10	17	4		1						**76**
Loss of Pooling Compensation (2014 Surplus)				**30**											**30**
Total	**45**	**75**	**350**	**325**	**245**	**337**	**188**	**159**	**102**	**42**	**42**	**316**	**59**	**59**	**2,342**

Available Capital Financing Strategy Funding (Based on Current Capital Requirements & Future Year Revenue Estimates)															
Description ($ Millions)	**2012**	**2013**	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**Total**
Estimated Reserve Opening Balance	$27	$435	$579	$367	$320	$241	$4	($93)	($98)	($45)	$68	$182	$21	$37	
Annual Funding Requirements	($45)	($75)	($350)	($325)	($245)	($337)	($188)	($159)	($102)	($42)	($42)	($316)	($59)	($59)	($2,342)
Annual Revenue Estimates	$453	$219	$136	$277	$166	$100	$90	$155	$155	$155	$155	$155	$75	$75	$2,366
Estimated Reserve Closing Balance	**$435**	**$579**	**$366**	**$320**	**$241**	**$4**	($93)	($98)	($45)	**$68**	**$182**	**$21**	**$37**	**$53**	
Advance Financing Requirements							**93**	**5**							**98**

Capital from Current Funding

Capital from current (CFC) is a provision of tax funding that is transferred from the Current/Operating Fund to the Capital Fund in order to finance capital projects on a pay as you go basis. This financing option reduces reliance on debt issuance and provides a financing mechanism for ongoing capital needs of assets that have a shorter life cycle. The Financial Planning Division allocates CFC funding for capital projects that satisfy one or more of the prescribed eligibility criteria.

As outlined in Table 8 below, CFC funding is growing by approximately10% annually over the next 10 year period. The City's goal is to achieve a 50/50 split of "pay-as-you-go" funding and debt. Based on 2016 – 2025 Capital Plan's requirements, the target will be achieved by 2025. Should debt levels increase beyond what is planned for the 2025, then CFC will have to grow in proportion to debt levels.

Table 8
Capital from Current Funding

($000s)	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
CFC	216,379	292,228	351,720	386,913	425,624	468,206	515,047	566,572	623,249	685,594

Maximizing Development Charge Funding

Development Charge funding has been utilized to the extent permissible in the 2016 –2025 Council Approved Capital Budget and Plan in order to mitigate the reliance on debt and other funding. Development Charge funding is directed to growth-related eligible capital projects, as required under the Development Charges By-Law. Based on current rates and development forecasts, development charge funding included in the 2016 – 2025 Council Approved Capital Budget and Plan provides $1.325 billion in funding over the 10 year planning period.

The Development Charge funding is primarily utilized for the following Programs:

- Toronto Transit Commission ($712.686 million);
- Parks, Forestry and Recreation ($228.733 million);
- City Planning ($21.353 million);
- Transportation Services ($208.563 million);
- Waterfront Revitalization Initiative ($46.598 million);
- Toronto Police Services ($56.148 million); and,
- Toronto Public Library ($67.961 million).

Future Year Challenges

The 2016 – 2025 Council Approved Capital Budget and Plan focuses on infrastructure rehabilitation. It places priority on projects that protect the health and safety of citizens, meet legislated requirements, and those that maintain the City's infrastructure in a state of good repair to support cost-effective service delivery. However, due to funding constrains, not all capital needs have been met.

The 2016 - 2025 Council Approved Capital Budget and Plan, addresses the increasing demand in Capital needs in both state of good repair and service improvement needs and stabilizes increases in SOGR backlog in many areas, but not all.

The City's unmet needs are growing rapidly driven by the City's aging infrastructure while investing in projects to meet service demands and population growth. The identified total unmet needs are valued at $22.337 billion. Capital funding is constrained by self-imposed debt cost limit of 15 per cent of property tax levy and is insufficient to fund these unmet needs.

In 2017 and beyond, the City needs to set priorities for capital work and assess revenue options in order to address unmet capital needs. The revenue options may include development financing, tax incremental financing, higher debt, capital levies, asset sales, road tolls and other new revenues. In addition, the City can revisit the self-imposed 15% limit on the debt service cost to tax levy ratio as part of the Long Term Fiscal Plan.

2016 - 2025 Preliminary Capital Budget and Plan

TORONTO Programs ($000)	2016				2016 - 2025			
	Council Approved		Debt Target	Over/ (Under)	Council Approved		Debt Target	Over/ (Under)
	Gross	Debt/ CFC			Gross	Debt/ CFC		
Citizen Centred Services - A								
Children's Services	4,807	1,642	2,542	(900)	42,907	16,148	16,148	
Court Services								
Economic Development and Culture	15,980	9,421	9,600	(179)	134,390	96,355	96,400	(45)
Long Term Care Homes Services	17,871	13,915	16,940	(3,025)	94,266	75,214	75,214	
Parks, Forestry & Recreation	152,853	56,123	56,999	(876)	1,191,328	669,959	669,959	
Shelter, Support & Housing Administration	18,009	15,541	15,541		100,516	91,478	91,478	
Toronto Employment & Social Services	2,500				5,000			
Emergency Medical Services	17,260	9,164	10,814	(1,650)	71,534	38,150	38,150	
Sub-Total - Citizen Centred Services - A	**229,280**	**105,806**	**112,436**	(6,630)	**1,639,941**	**987,304**	**987,349**	(45)
Citizen Centred Services - B								
City Planning	4,921	2,703	3,563	(860)	58,673	37,320	38,094	(774)
Fire Services	16,634	4,195	5,142	(947)	57,240	17,618	18,782	(1,164)
Transportation Services	336,501	250,191	273,737	(23,546)	5,278,134	3,364,133	2,835,357	528,776
Waterfront Revitalization Initiative	25,339	6,895	14,637	(7,742)	118,127	44,459	48,023	(3,564)
Sub-Total - Citizen Centred Services - B	**383,395**	**263,984**	**297,079**	(33,095)	**5,512,174**	**3,463,530**	**2,940,256**	**523,274**
Internal Services								
311 Toronto	3,352	3,352	6,917	(3,565)	21,987	21,987	24,792	(2,805)
Facilities Management and Real Estate	153,522	71,253	85,359	(14,106)	1,102,667	707,949	652,538	55,411
Financial Services	18,923	17,471	15,053	2,418	65,661	51,013	42,425	8,588
Fleet Services	31,435				491,081			
Information & Technology	63,876	43,926	42,259	1,667	400,063	203,671	198,976	4,695
Sub-Total - Internal Services	**271,108**	**136,002**	**149,588**	(13,586)	**2,081,459**	**984,620**	**918,731**	**65,889**
Other City Programs								
Accountability Office	1,262	1,262	1,262		2,662	2,662	3,362	(700)
City Clerk's Office	5,917	3,942	16,501	(12,559)	54,715	42,835	36,123	6,712
Sustainable Energy Plan	1,500	1,500	1,500		3,000	3,000	3,000	
IT Projects - Unspecified Reduction	(3,544)	(3,544)	(3,544)		(14,180)	(14,180)	(14,180)	
Sub-Total - Other City Programs	**5,135**	**3,160**	**15,719**	(12,559)	**46,197**	**34,317**	**28,305**	**6,012**
Total - City Operations	**888,918**	**508,952**	**574,822**	(65,870)	**9,279,771**	**5,469,771**	**4,874,641**	**595,130**
Agencies								
Exhibition Place	4,715	4,715	4,715		89,543	89,543	89,543	
Sony Centre (Hummingbird)	5,986	5,986	130	5,856	11,536	11,536	5,482	6,054
Toronto And Region Conservation Authority	14,171	3,000	3,000		176,729	36,000	36,000	
Toronto Police Service	39,320	22,586	31,892	(9,306)	558,461	243,045	243,046	(1)
Toronto Public Health	3,835	3,375	3,392	(17)	28,158	27,698	28,016	(318)
Toronto Public Library	25,155	15,575	15,238	337	254,235	159,507	153,705	5,802
Toronto Zoo	6,845	6,000	6,000		61,845	60,000	60,000	
Yonge-Dundas Square			50	(50)	450	450	500	(50)
Sub-Total - Agencies	**100,027**	**61,237**	**64,417**	(3,180)	**1,180,957**	**627,779**	**616,292**	**11,487**
Total - Tax Supported before TTC	988,945	570,189	639,239	(69,050)	10,460,728	6,097,550	5,490,933	606,617
Toronto Transit Commission								
Toronto Transit Commission	879,475	424,654	498,261	(73,607)	6,401,736	2,317,012	2,317,018	(6)
Scarborough Subway Extention	120,118	85,000	85,000		3,508,296	524,000	521,249	2,751
Spadina Subway Extension	252,032				595,828			
Sub-Total - Toronto Transit Commission	**1,251,625**	**525,290**	**583,261**	(57,971)	**10,505,860**	**2,891,072**	**2,838,267**	**52,805**
Total Debt & CFC - Tax Supported Programs	2,240,570	1,095,479	1,222,500	(127,021)	20,966,588	8,988,622	8,329,200	659,422
Rate Supported Programs								
Solid Waste Management	89,167				1,048,171			
Toronto Parking Authority	52,045				377,675			
Toronto Water	801,083				11,108,278			
Sub-Total - Rate Supported Programs	**942,295**				**12,534,124**			
Total - All Programs	**3,182,865**	**1,095,479**	**1,222,500**	(127,021)	**33,500,712**	**8,988,622**	**8,329,200**	**659,422**

TORONTO

2016 Budget Committee Recommended Capital Budget and Future Year Commitments - Including 2015 Carry Forward - by Program and Funding Source

APPENDIX 1

($000s)	Total Cash Flow 2016 - 2025	Budget and Commitment						Funding Sources								
		2016	2017	2018	2019	2020	2021 to 2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"																
Children's Services	21,521	7,409	7,082	5,353	1,677				13,139	390	582		4,368	1,500	1,542	
Economic Development and Culture	27,062	25,247	1,815							337	1,924	508	11,152	4,947	8,194	
Long Term Care Homes Services	25,727	21,681	3,658	388						2,152	3,000		1,185	15,365	2,625	1,400
Parks, Forestry & Recreation	418,966	215,164	104,932	72,488	25,822	560			100,389	7,612	76,988	2,000	160,788	18,436	52,753	
Shelter, Support & Housing Administration	29,944	18,974	4,400	6,570							7,300		2,703	19,041	900	
Toronto Employment & Social Services	5,000	2,500	2,500							5,000						
Toronto Paramedic Services	27,041	18,791	8,250						3,286	3,775			2,908	16,672	400	
Total Citizen Centred Services "A"	**555,261**	**309,766**	**132,637**	**84,799**	**27,499**	**560**			**116,814**	**19,266**	**89,794**	**2,508**	**183,104**	**75,961**	**66,414**	**1,400**
Citizen Centred Services "B"																
City Planning	9,258	6,921	2,337						4,240					3,828	1,190	
Fire Services	27,218	20,983	6,065	170					11,990	4,667	1,623		1,483	5,803	1,652	
Transportation Services	1,388,420	483,499	271,878	213,796	188,879	156,207	74,161		94,861	266,984	20,235		37,427	951,699	7,214	10,000
Waterfront Revitalization Initiative	119,958	27,170	31,743	22,950	5,302	4,178	28,615		46,598		2,070		26,560	39,310	5,420	
Total Citizen Centred Services "B"	**1,544,854**	**538,573**	**312,023**	**236,916**	**194,181**	**160,385**	**102,776**		**157,689**	**271,651**	**23,928**		**65,470**	**1,000,640**	**15,476**	**10,000**
Internal Services																
311 Toronto	6,015	5,255	760											2,096	3,919	
Facilities Management, Real Estate & Environment	581,232	285,444	201,248	81,465	12,625	450		64,448	9,491	18,811	54,654	43,070	39,628	178,405	30,966	141,759
Financial Services	48,831	23,898	10,413	13,564	956				832		6,378		2,559	39,062		
Fleet Services	101,265	50,190	51,075							101,087			178			
Information & Technology	143,576	90,937	29,896	18,263	2,286	1,594	600			65,527	1,183		11,596	26,503	38,767	
Total Internal Services	**880,919**	**455,724**	**293,392**	**113,292**	**15,867**	**2,044**	**600**	**64,448**	**10,323**	**185,425**	**62,215**	**43,070**	**53,961**	**246,066**	**73,652**	**141,759**
Other City Programs																
Accountability Offices	1,627	1,627											365		1,262	
City Clerk's Office	19,664	7,546	6,983	3,815	820	500				175	5,317		310	13,862		
Radio Replacement Project	3,630	3,630												3,630		
Corporate Initiatives	5,000	3,500	1,500										2,000	3,000		
IT Related Projects	(14,180)	(3,544)	(3,544)	(3,546)	(3,546)									(14,180)		
Total Other City Programs	**15,741**	**12,759**	**4,939**	**269**	**(2,726)**	**500**				**175**	**5,317**		**2,675**	**6,312**	**1,262**	
Total City Operations	**2,996,775**	**1,316,822**	**742,991**	**435,276**	**234,821**	**163,489**	**103,376**	**64,448**	**284,826**	**476,517**	**181,254**	**45,578**	**305,210**	**1,328,979**	**156,804**	**153,159**
Agencies																
Exhibition Place	5,553	5,553											838	1,920	2,795	
Sony Centre (Hummingbird)	10,032	7,508	1,200	1,324					300				1,222	5,324	3,186	
Toronto & Region Conservation Authority	14,171	14,171											11,171	2,920	80	
Toronto Police Service	66,094	58,061	5,361	2,672					5,000	17,895			3,785	32,019	7,395	
Toronto Public Health	5,193	4,311	882					460					47	4,454	232	
Toronto Public Library	102,612	27,449	26,887	22,875	16,430	5,851	3,120		26,401	580		927	9,314	60,968	4,422	
Toronto Zoo	12,525	6,845	3,500	2,180									1,845	9,130	1,550	
Yonge-Dundas Square																
Total Agencies	**216,180**	**123,898**	**37,830**	**29,051**	**16,430**	**5,851**	**3,120**	**460**	**31,701**	**18,475**		**927**	**28,222**	**116,735**	**19,660**	

2016 Budget Committee Recommended Capital Budget and Future Year Commitments - Including 2015 Carry Forward - by Program and Funding Source

APPENDIX 1

($000s)	Total Cash Flow 2016 - 2025	Budget and Commitment						Funding Sources								
		2016	2017	2018	2019	2020	2021 to 2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**3,212,955**	**1,440,720**	**780,821**	**464,327**	**251,251**	**169,340**	**106,496**	**64,908**	**316,527**	**494,992**	**181,254**	**46,505**	**333,432**	**1,445,714**	**176,464**	**153,159**
Toronto Transit Commission (TTC)																
Toronto Transit Commission	5,208,414	1,115,000	1,209,398	908,860	770,841	374,766	829,549	695,261	545,926	534,920		1,043,811	131,356	2,217,225	39,915	
Scarborough Subway Extention	133,012	133,012								35,118	12,894			85,000		
Spadina Subway Extension	663,383	319,587	329,834	13,962				92,673			90,000	146,623	216,472	117,615		
Total TTC	**6,004,809**	**1,567,599**	**1,539,232**	**922,822**	**770,841**	**374,766**	**829,549**	**787,934**	**545,926**	**570,038**	**102,894**	**1,190,434**	**347,828**	**2,419,840**	**39,915**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**9,217,764**	**3,008,319**	**2,320,053**	**1,387,149**	**1,022,092**	**544,106**	**936,045**	**852,842**	**862,453**	**1,065,030**	**284,148**	**1,236,939**	**681,260**	**3,865,554**	**216,379**	**153,159**

TORONTO

2016 Budget Committee Recommended Capital Budget & Future Year Commitments - Excluding 2015 Carry Forward **APPENDIX 1(i)**
- by Program and Funding Source

($000s)	Total Cash Flow 2016 - 2025	Budget and Commitment						Funding Sources								
		2016	2017	2018	2019	2020	2021 to 2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"																
Children's Services	18,919	4,807	7,082	5,353	1,677				11,530	390	500		3,457	1,500	1,542	
Economic Development and Culture	17,795	15,980	1,815	-						195	1,164	508	5,236	2,498	8,194	
Long Term Care Homes Services	21,917	17,871	3,658	388						2,152	2,650			13,090	2,625	1,400
Parks, Forestry & Recreation	356,655	152,853	104,932	72,488	25,822	560			94,738	7,612	56,169	2,000	125,807	17,576	52,753	
Shelter, Support & Housing Administration	28,979	18,009	4,400	6,570							7,300		1,738	19,041	900	
Toronto Employment & Social Services	5,000	2,500	2,500							5,000						
Toronto Paramedic Services	25,510	17,260	8,250						3,286	3,485			2,675	15,664	400	
Total Citizen Centred Services "A"	**474,775**	**229,280**	**132,637**	**84,799**	**27,499**	**560**			**109,554**	**18,834**	**67,783**	**2,508**	**138,913**	**69,369**	**66,414**	**1,400**
Citizen Centred Services "B"																
City Planning	7,258	4,921	2,337						3,240					2,828	1,190	
Fire Services	22,869	16,634	6,065	170					11,054	4,667	1,030			4,466	1,652	
Transportation Services	1,241,422	336,501	271,878	213,796	188,879	156,207	74,161		83,108	249,434	11,440		10,000	870,226	7,214	10,000
Waterfront Revitalization Initiative	118,127	25,339	31,743	22,950	5,302	4,178	28,615		46,598		2,070		25,000	39,039	5,420	
Total Citizen Centred Services "B"	**1,389,676**	**383,395**	**312,023**	**236,916**	**194,181**	**160,385**	**102,776**		**144,000**	**254,101**	**14,540**		**35,000**	**916,559**	**15,476**	**10,000**
Internal Services																
311 Toronto	4,112	3,352	760											193	3,919	
Facilities Management, Real Estate & Environment	449,310	153,522	201,248	81,465	12,625	450		41,949	7,500	18,700	31,949	30,939	25,791	162,805	30,966	98,711
Financial Services	43,856	18,923	10,413	13,564	956				683		5,976		1,665	35,532		
Fleet Services	82,510	31,435	51,075							82,332			178			
Information & Technology	116,515	63,876	29,896	18,263	2,286	1,594	600			56,562	1,183			20,003	38,767	
Total Internal Services	**696,303**	**271,108**	**293,392**	**113,292**	**15,867**	**2,044**	**600**	**41,949**	**8,183**	**157,594**	**39,108**	**30,939**	**27,634**	**218,533**	**73,652**	**98,711**
Other City Programs																
Accountability Offices	1,262	1,262													1,262	
City Clerk's Office	18,035	5,917	6,983	3,815	820	500				175	5,195			12,665		
Corporate Initiatives	3,000	1,500	1,500											3,000		
IT Related Projects	(14,180)	(3,544)	(3,544)	(3,546)	(3,546)									(14,180)		
Total Other City Programs	**8,117**	**5,135**	**4,939**	**269**	**(2,726)**	**500**				**175**	**5,195**			**1,485**	**1,262**	
Total City Operations	**2,568,871**	**888,918**	**742,991**	**435,276**	**234,821**	**163,489**	**103,376**	**41,949**	**261,737**	**430,704**	**126,626**	**33,447**	**201,547**	**1,205,946**	**156,804**	**110,111**
Agencies																
Exhibition Place	4,715	4,715												1,920	2,795	
Sony Centre (Hummingbird)	8,510	5,986	1,200	1,324										5,324	3,186	
Toronto & Region Conservation Authority	14,171	14,171											11,171	2,920	80	
Toronto Police Service	47,353	39,320	5,361	2,672						16,734				23,224	7,395	
Toronto Public Health	4,717	3,835	882					460						4,025	232	
Toronto Public Library	100,318	25,155	26,887	22,875	16,430	5,851	3,120		26,335	580		927	8,386	59,668	4,422	
Toronto Zoo	12,525	6,845	3,500	2,180									1,845	9,130	1,550	
Yonge-Dundas Square																
Total Agencies	**192,309**	**100,027**	**37,830**	**29,051**	**16,430**	**5,851**	**3,120**	**460**	**26,335**	**17,314**		**927**	**21,402**	**106,211**	**19,660**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**2,761,180**	**988,945**	**780,821**	**464,327**	**251,251**	**169,340**	**106,496**	**42,409**	**288,072**	**448,018**	**126,626**	**34,374**	**222,949**	**1,312,157**	**176,464**	**110,111**
Toronto Transit Commission (TTC)																

2016 Budget Committee Recommended Capital Budget & Future Year Commitments - Excluding 2015 Carry Forward
- by Program and Funding Source

APPENDIX 1(i)

($000s)	Total Cash Flow 2016 - 2025	Budget and Commitment						Funding Sources								
		2016	2017	2018	2019	2020	2021 to 2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt/CFC	Capital from Current	Debt - Recoverable
Toronto Transit Commission	4,972,889	879,475	1,209,398	908,860	770,841	374,766	829,549	659,770	545,926	534,920		1,043,811	131,356	2,017,191	39,915	
Scarborough Subway Extention	120,118	120,118								35,118				85,000		
Spadina Subway Extension	595,828	252,032	329,834	13,962				92,673			90,000	146,623	216,472	50,060		
Total TTC	**5,688,835**	**1,251,625**	**1,539,232**	**922,822**	**770,841**	**374,766**	**829,549**	**752,443**	**545,926**	**570,038**	**90,000**	**1,190,434**	**347,828**	**2,152,251**	**39,915**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**8,450,015**	**2,240,570**	**2,320,053**	**1,387,149**	**1,022,092**	**544,106**	**936,045**	**794,852**	**833,998**	**1,018,056**	**216,626**	**1,224,808**	**570,777**	**3,464,408**	**216,379**	**110,111**

TORONTO

2016 Budget Committee Recommended Capital Budget and Future Year Commitments - New and Change in Scope - by Program and Funding Source

APPENDIX 1(ii)

($000s)	Total Cash Flow 2016 - 2025	Budget and Commitment						Funding Sources								
		2016	2017	2018	2019	2020	2021 to 2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt Recoverable
Citizen Centred Services "A"																
Children's Services	8,152	2,542	3,210	1,720	680				5,949	390	271				1,542	
Economic Development and Culture	14,064	12,249	1,815							150	594	508	4,313	1,598	6,901	
Long Term Care Homes Services	10,617	6,571	3,658	388						2,152	2,650			4,190	1,625	
Parks, Forestry & Recreation	218,253	103,266	65,887	29,065	20,035				64,789	1,003	42,633	1,801	50,308	6,116	51,603	
Shelter, Support & Housing Administration	21,679	17,279	4,400										1,738	19,041	900	
Toronto Employment & Social Services	5,000	2,500	2,500							5,000						
Toronto Paramedic Services	5,160	4,010	1,150						1,550	310				2,900	400	
Total Citizen Centred Services "A"	**282,925**	**148,417**	**82,620**	**31,173**	**20,715**				**72,288**	**9,005**	**46,148**	**2,309**	**56,359**	**33,845**	**62,971**	
Citizen Centred Services "B"																
City Planning	6,427	4,090	2,337						2,859					2,378	1,190	
Fire Services	2,780	1,870	740	170										1,880	900	
Transportation Services	260,544	86,492	(3,713)	(65,171)	58,269	144,034	40,633		60,056	(38,277)	11,440		(1,614)	213,854	5,085	10,000
Waterfront Revitalization Initiative	24,272	(5,280)	12,588	12,180	4,502	(22)	304		1,970		(330)		25,000	(4,451)	2,083	
Total Citizen Centred Services "B"	**294,023**	**87,172**	**11,952**	**(52,821)**	**62,771**	**144,012**	**40,937**		**64,885**	**(38,277)**	**11,110**		**23,386**	**213,661**	**9,258**	**10,000**
Internal Services																
311 Toronto	2,020	1,760	260											(307)	2,327	
Facilities Management, Real Estate & Environment	136,763	55,833	45,149	24,625	10,956	200		(131)			4,000	(1,500)		81,368	19,865	33,161
Financial Services	10,891	3,395	3,855	3,641					520		750			9,621		
Fleet Services	44,173	8,098	36,075							43,995			178			
Information & Technology	84,970	43,592	19,955	17,603	1,626	1,594	600			44,694	891			15,448	23,937	
Total Internal Services	**278,817**	**112,678**	**105,294**	**45,869**	**12,582**	**1,794**	**600**	**(131)**	**520**	**88,689**	**5,641**	**(1,500)**	**178**	**106,130**	**46,129**	**33,161**
Other City Programs																
Accountability Offices	660	660													660	
City Clerk's Office	(3,976)	(12,044)	4,103	3,065	400	500				115	1,175			(5,266)		
Corporate Initiatives	3,000	1,500	1,500											3,000		
Total Other City Programs	**(316)**	**(9,884)**	**5,603**	**3,065**	**400**	**500**				**115**	**1,175**			**(2,266)**	**660**	
Total City Operations	**855,449**	**338,383**	**205,469**	**27,286**	**96,468**	**146,306**	**41,537**	**(131)**	**137,693**	**59,532**	**64,074**	**809**	**79,923**	**351,370**	**119,018**	**43,161**
Agencies																
Exhibition Place	2,845	2,845												1,920	925	
Sony Centre (Hummingbird)	8,510	5,986	1,200	1,324										5,324	3,186	
Toronto & Region Conservation Authority	14,171	14,171											11,171	2,920	80	
Toronto Police Service	36,335	35,488	197	650						16,696				16,038	3,601	
Toronto Public Health	1,857	1,788	69					360						1,265	232	
Toronto Public Library	31,484	3,668	4,273	7,291	7,281	5,851	3,120		7,183			927	2,305	20,832	237	
Toronto Zoo	5,080	1,900	1,000	2,180									1,000	2,530	1,550	
Yonge-Dundas Square																
Total Agencies	**100,282**	**65,846**	**6,739**	**11,445**	**7,281**	**5,851**	**3,120**	**360**	**7,183**	**16,696**		**927**	**14,476**	**50,829**	**9,811**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**955,731**	**404,229**	**212,208**	**38,731**	**103,749**	**152,157**	**44,657**	**229**	**144,876**	**76,228**	**64,074**	**1,736**	**94,399**	**402,199**	**128,829**	**43,161**
Toronto Transit Commission (TTC)																
Toronto Transit Commission	552,157	106,416	221,704	82,891	4,543	8,533	128,070	163,251	10,560	101,092		191,004	18,107	57,127	11,016	
Scarborough Subway Extention	120,118	120,118								35,118				85,000		

TORONTO

APPENDIX 1(ii)

2016 Budget Committee Recommended Capital Budget and Future Year Commitments - New and Change in Scope

- by Program and Funding Source

($000s)	Total Cash Flow 2016 - 2025	Budget and Commitment						Funding Sources								
		2016	2017	2018	2019	2020	2021 to 2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Spadina Subway Extension																
Total TTC	672,275	226,534	221,704	82,891	4,543	8,533	128,070	163,251	10,560	136,210		191,004	18,107	142,127	11,016	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	1,628,006	630,763	433,912	121,622	108,292	160,690	172,727	163,480	155,436	212,438	64,074	192,740	112,506	544,326	139,845	43,161

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APPENDIX 1(iii)

2016 Budget Committee Recommended Capital Budget and Future Year Commitments - Previously Approved - by Program and Funding Source

($000s)	Total Cash Flow 2016 - 2025	Budget and Commitment						Funding Sources								
		2016	2017	2018	2019	2020	2021 to 2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other1 (Internal)	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"																
Children's Services	10,767	2,265	3,872	3,633	997				5,581		229		3,457	1,500		
Economic Development and Culture	3,731	3,731								45	570		923	900	1,293	
Long Term Care Homes Services	11,300	11,300												8,900	1,000	1,400
Parks, Forestry & Recreation	138,402	49,587	39,045	43,423	5,787	560			29,949	6,609	13,536	199	75,499	11,460	1,150	
Shelter, Support & Housing Administration	7,300	730		6,570							7,300					
Toronto Paramedic Services	20,350	13,250	7,100						1,736	3,175			2,675	12,764		
Total Citizen Centred Services "A"	**191,850**	**80,863**	**50,017**	**53,626**	**6,784**	**560**			**37,266**	**9,829**	**21,635**	**199**	**82,554**	**35,524**	**3,443**	**1,400**
Citizen Centred Services "B"																
City Planning	831	831							381					450		
Fire Services	20,089	14,764	5,325						11,054	4,667	1,030			2,586	752	
Transportation Services	980,878	250,009	275,591	278,967	130,610	12,173	33,528		23,052	287,711			11,614	656,372	2,129	
Waterfront Revitalization Initiative	93,855	30,619	19,155	10,770	800	4,200	28,311		44,628		2,400			43,490	3,337	
Total Citizen Centred Services "B"	**1,095,653**	**296,223**	**300,071**	**289,737**	**131,410**	**16,373**	**61,839**		**79,115**	**292,378**	**3,430**		**11,614**	**702,898**	**6,218**	
Internal Services																
311 Toronto	2,092	1,592	500											500	1,592	
Facilities Management, Real Estate & Environment	312,547	97,689	156,099	56,840	1,669	250		42,080	7,500	18,700	27,949	32,439	25,791	81,437	11,101	65,550
Financial Services	32,965	15,528	6,558	9,923	956				163		5,226		1,665	25,911		
Fleet Services	38,337	23,337	15,000							38,337						
Information & Technology	31,545	20,284	9,941	660	660					11,868	292			4,555	14,830	
Total Internal Services	**417,486**	**158,430**	**188,098**	**67,423**	**3,285**	**250**		**42,080**	**7,663**	**68,905**	**33,467**	**32,439**	**27,456**	**112,403**	**27,523**	**65,550**
Other City Programs																
Accountability Offices	602	602													602	
City Clerk's Office	22,011	17,961	2,880	750	420					60	4,020			17,931		
IT Related Projects	(14,180)	(3,544)	(3,544)	(3,546)	(3,546)									(14,180)		
Total Other City Programs	**8,433**	**15,019**	**(664)**	**(2,796)**	**(3,126)**					**60**	**4,020**			**3,751**	**602**	
Total City Operations	**1,713,422**	**550,535**	**537,522**	**407,990**	**138,353**	**17,183**	**61,839**	**42,080**	**124,044**	**371,172**	**62,552**	**32,638**	**121,624**	**854,576**	**37,786**	**66,950**
Agencies																
Exhibition Place	1,870	1,870													1,870	
Toronto Police Service	11,018	3,832	5,164	2,022						38				7,186	3,794	
Toronto Public Health	2,860	2,047	813					100						2,760		
Toronto Public Library	68,834	21,487	22,614	15,584	9,149				19,152	580			6,081	38,836	4,185	
Toronto Zoo	7,445	4,945	2,500										845	6,600		
Total Agencies	**92,027**	**34,181**	**31,091**	**17,606**	**9,149**			**100**	**19,152**	**618**			**6,926**	**55,382**	**9,849**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**1,805,449**	**584,716**	**568,613**	**425,596**	**147,502**	**17,183**	**61,839**	**42,180**	**143,196**	**371,790**	**62,552**	**32,638**	**128,550**	**909,958**	**47,635**	**66,950**
Toronto Transit Commission (TTC)																
Toronto Transit Commission	4,420,732	773,059	987,694	825,969	766,298	366,233	701,479	496,519	535,366	433,828		852,807	113,249	1,960,064	28,899	
Scarborough Subway Extention																
Spadina Subway Extension	595,828	252,032	329,834	13,962				92,673			90,000	146,623	216,472	50,060		

TORONTO

2016 Budget Committee Recommended Capital Budget and Future Year Commitments - Previously Approved

- by Program and Funding Source

APPENDIX 1(iii)

($000s)	Total Cash Flow 2016 - 2025	Budget and Commitment						Funding Sources								
		2016	2017	2018	2019	2020	2021 to 2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other1 (Internal)	Debt	Capital from Current	Debt - Recoverable
Total TTC	5,016,560	1,025,091	1,317,528	839,931	766,298	366,233	701,479	589,192	535,366	433,828	90,000	999,430	329,721	2,010,124	28,899	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	6,822,009	1,609,807	1,886,141	1,265,527	913,800	383,416	763,318	631,372	678,562	805,618	152,552	1,032,068	458,271	2,920,082	76,534	66,950

TORONTO

2016 Budget Committee Recommended Capital Budget – Including 2015 Carry Forward - by Program and Funding Source

APPENDIXAPPENDIX 1(iv)

($000s)	2016 Cash Flow	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"										
Children's Services	7,409		4,340	50	132		1,245	100	1,542	
Economic Development and Culture	25,247			337	1,380	508	11,152	3,676	8,194	
Long Term Care Homes Services	21,681			906	2,000		1,185	13,565	2,625	1,400
Parks, Forestry & Recreation	215,164		31,901	514	60,906	1,240	63,620	4,230	52,753	
Shelter, Support & Housing Administration	18,974				730		2,703	14,641	900	
Toronto Employment & Social Services	2,500			2,500						
Toronto Paramedic Services	18,791		3,036	2,875			2,708	9,772	400	
Total Citizen Centred Services "A"	**309,766**		**39,277**	**7,182**	**65,148**	**1,748**	**82,613**	**45,984**	**66,414**	**1,400**
Citizen Centred Services "B"										
City Planning	6,921		3,218					2,513	1,190	
Fire Services	20,983		8,629	3,716	1,623		1,483	3,880	1,652	
Transportation Services	483,499		31,472	66,001	16,935		37,427	324,450	7,214	
Waterfront Revitalization Initiative	27,170		7,574		870		11,560	1,746	5,420	
Total Citizen Centred Services "B"	**538,573**		**50,893**	**69,717**	**19,428**		**50,470**	**332,589**	**15,476**	
Internal Services										
311 Toronto	5,255							1,336	3,919	
Facilities Management, Real Estate & Environment	285,444	39,311	1,991	111	41,768	22,005	20,097	55,887	30,966	73,308
Financial Services	23,898		442		926		1,529	21,001		
Fleet Services	50,190			50,190						
Information & Technology	90,937			27,732	1,183		11,596	11,659	38,767	
Total Internal Services	**455,724**	**39,311**	**2,433**	**78,033**	**43,877**	**22,005**	**33,222**	**89,883**	**73,652**	**73,308**
Other City Programs										
Accountability Offices	1,627						365		1,262	
City Clerk's Office	7,546			175	1,922		310	5,139		
Corporate Initiatives	3,500						2,000	1,500		
IT Related Projects	(3,544)							(3,544)		
Total Other City Programs	**12,759**			**175**	**1,922**		**2,675**	**6,725**	**1,262**	
Total City Operations	**1,316,822**	**39,311**	**92,603**	**155,107**	**130,375**	**23,753**	**168,980**	**475,181**	**156,804**	**74,708**

TORONTO

2016 Budget Committee Recommended Capital Budget – Including 2015 Carry Forward - by Program and Funding Source

APPENDIXAPPENDIX 1(iv)

($000s)	2016 Cash Flow	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies										
Exhibition Place	5,553						838	1,920	2,795	
Sony Centre (Hummingbird)	7,508		300				1,222	2,800	3,186	
Toronto & Region Conservation Authority	14,171						11,171	2,920	80	
Toronto Police Service	58,061		5,000	17,895			3,785	23,986	7,395	
Toronto Public Health	4,311	460					47	3,572	232	
Toronto Public Library	27,449		5,734			304	4,536	12,453	4,422	
Toronto Zoo	6,845						845	4,450	1,550	
Yonge-Dundas Square										
Total Agencies	**123,898**	**460**	**11,034**	**17,895**		**304**	**22,444**	**52,101**	**19,660**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**1,440,720**	**39,771**	**103,637**	**173,002**	**130,375**	**24,057**	**191,424**	**527,282**	**176,464**	**74,708**
Toronto Transit Commission (TTC)										
Toronto Transit Commission	1,115,000	133,501	16,466	147,084		159,812	33,449	584,773	39,915	
Scarborough Subway Extention	133,012			35,118	12,894			85,000		
Spadina Subway Extension	319,587	40,141			38,983	63,509	93,763	83,191		
Total TTC	**1,567,599**	**173,642**	**16,466**	**182,202**	**51,877**	**223,321**	**127,212**	**752,964**	**39,915**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**3,008,319**	**213,413**	**120,103**	**355,204**	**182,252**	**247,378**	**318,636**	**1,280,246**	**216,379**	**74,708**

2016 Budget Committee Recommended Capital Budget – Excluding 2015 Carry Forward - by Program and Funding Source

APPENDIXAPPENDIX 1(v)

($000s)	2016 Cash Flow	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"										
Children's Services	4,807		2,731	50	50		334	100	1,542	
Economic Development and Culture	15,980			195	620	508	5,236	1,227	8,194	
Long Term Care Homes Services	17,871			906	1,650			11,290	2,625	1,400
Parks, Forestry & Recreation	152,853		26,250	514	40,087	1,240	28,639	3,370	52,753	
Shelter, Support & Housing Administration	18,009				730		1,738	14,641	900	
Toronto Employment & Social Services	2,500			2,500						
Toronto Paramedic Services	17,260		3,036	2,585			2,475	8,764	400	
Total Citizen Centred Services "A"	**229,280**		**32,017**	**6,750**	**43,137**	**1,748**	**38,422**	**39,392**	**66,414**	**1,400**
Citizen Centred Services "B"										
City Planning	4,921		2,218					1,513	1,190	
Fire Services	16,634		7,693	3,716	1,030			2,543	1,652	
Transportation Services	336,501		19,719	48,451	8,140		10,000	242,977	7,214	
Waterfront Revitalization Initiative	25,339		7,574		870		10,000	1,475	5,420	
Total Citizen Centred Services "B"	**383,395**		**37,204**	**52,167**	**10,040**		**20,000**	**248,508**	**15,476**	
Internal Services										
311 Toronto	3,352							(567)	3,919	
Facilities Management, Real Estate & Environment	153,522	16,812			19,063	9,874	6,260	40,287	30,966	30,260
Financial Services	18,923		293		524		635	17,471		
Fleet Services	31,435			31,435						
Information & Technology	63,876			18,767	1,183			5,159	38,767	
Total Internal Services	**271,108**	**16,812**	**293**	**50,202**	**20,770**	**9,874**	**6,895**	**62,350**	**73,652**	**30,260**
Other City Programs										
Accountability Offices	1,262								1,262	
City Clerk's Office	5,917			175	1,800			3,942		
Corporate Initiatives	1,500							1,500		
IT Related Projects	(3,544)							(3,544)		
Total Other City Programs	**5,135**			**175**	**1,800**			**1,898**	**1,262**	
Total City Operations	**888,918**	**16,812**	**69,514**	**109,294**	**75,747**	**11,622**	**65,317**	**352,148**	**156,804**	**31,660**

2016 Budget Committee Recommended Capital Budget – Excluding 2015 Carry Forward - by Program and Funding Source

APPENDIXAPPENDIX 1(v)

($000s)	2016 Cash Flow	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies										
Exhibition Place	4,715							1,920	2,795	
Sony Centre (Hummingbird)	5,986							2,800	3,186	
Toronto & Region Conservation Authority	14,171						11,171	2,920	80	
Toronto Police Service	39,320			16,734				15,191	7,395	
Toronto Public Health	3,835	460						3,143	232	
Toronto Public Library	25,155		5,668			304	3,608	11,153	4,422	
Toronto Zoo	6,845						845	4,450	1,550	
Yonge-Dundas Square										
Total Agencies	**100,027**	**460**	**5,668**	**16,734**		**304**	**15,624**	**41,577**	**19,660**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**988,945**	**17,272**	**75,182**	**126,028**	**75,747**	**11,926**	**80,941**	**393,725**	**176,464**	**31,660**
Toronto Transit Commission (TTC)										
Toronto Transit Commission	879,475	98,010	16,466	147,084		159,812	33,449	384,739	39,915	
Scarborough Subway Extention	120,118			35,118				85,000		
Spadina Subway Extension	252,032	40,141			38,983	63,509	93,763	15,636		
Total TTC	**1,251,625**	**138,151**	**16,466**	**182,202**	**38,983**	**223,321**	**127,212**	**485,375**	**39,915**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**2,240,570**	**155,423**	**91,648**	**308,230**	**114,730**	**235,247**	**208,153**	**879,100**	**216,379**	**31,660**

TORONTO

2016 Budget Committee Recommended Capital Budget - 2015 Carry Forward - by Program and Funding Source

APPENDIX 1(vi)

($000s)	2016 Carry-forward	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"										
Children's Services	2,602		1,609		82		911			
Economic Development and Culture	9,267			142	760		5,916	2,449		
Long Term Care Homes Services	3,810				350		1,185	2,275		
Parks, Forestry & Recreation	62,311		5,651		20,819		34,981	860		
Shelter, Support & Housing Administration	965						965			
Toronto Employment & Social Services										
Toronto Paramedic Services	1,531			290			233	1,008		
Total Citizen Centred Services "A"	**80,486.00**		**7,260**	**432**	**22,011**		**44,191**	**6,592**		
Citizen Centred Services "B"										
City Planning	2,000		1,000					1,000		
Fire Services	4,349		936		593		1,483	1,337		
Transportation Services	146,998		11,753	17,550	8,795		27,427	81,473		
Waterfront Revitalization Initiative	1,831						1,560	271		
Total Citizen Centred Services "B"	**155,178.00**		**13,689**	**17,550**	**9,388**		**30,470**	**84,081**		
Internal Services										
311 Toronto	1,903							1,903		
Facilities Management, Real Estate & Environment	131,922	22,499	1,991	111	22,705	12,131	13,837	15,600		43,048
Financial Services	4,975		149		402		894	3,530		
Fleet Services	18,755			18,755						
Information & Technology	27,061			8,965			11,596	6,500		
Total Internal Services	**184,616.00**	**22,499**	**2,140**	**27,831**	**23,107**	**12,131**	**26,327**	**27,533**		**43,048**
Other City Programs										
Accountability Offices	365						365			
City Clerk's Office	1,629				122		310	1,197		
Corporate Initiatives	2,000						2,000			
IT Related Projects										
Total Other City Programs	**7,624.00**				**122**		**2,675**	**4,827**		
Total City Operations	**427,904**	**22,499**	**23,089**	**45,813**	**54,628**	**12,131**	**103,663**	**123,033**		**43,048**

2016 Budget Committee Recommended Capital Budget - 2015 Carry Forward - by Program and Funding Source

APPENDIX 1(vi)

($000s)	2016 Carry-forward	Funding Sources								
		Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies										
Exhibition Place	838						838			
Sony Centre (Hummingbird)	1,522		300				1,222			
Toronto & Region Conservation Authority										
Toronto Police Service	18,741		5,000	1,161			3,785	8,795		
Toronto Public Health	476						47	429		
Toronto Public Library	2,294		66				928	1,300		
Toronto Zoo										
Yonge-Dundas Square										
Total Agencies	**23,871**		**5,366**	**1,161**			**6,820**	**10,524**		
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**451,775**	**22,499**	**28,455**	**46,974**	**54,628**	**12,131**	**110,483**	**133,557**		**43,048**
Toronto Transit Commission (TTC)										
Toronto Transit Commission	235,525	35,491						200,034		
Scarborough Subway Extention	12,894				12,894					
Spadina Subway Extension	67,555							67,555		
Total TTC	**315,974**	**35,491**			**12,894**			**267,589**		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**767,749**	**57,990**	**28,455**	**46,974**	**67,522**	**12,131**	**110,483**	**401,146**		**43,048**

TORONTO

APPENDIX 2

2016 Council Approved Capital Budget and 2017 to 2025 Capital Plan (Tax Supported Programs Excluding CFWD) - by Category and Funding Source

	2016 - 2020							2021 - 2025							2016 - 2025	
	2016	2017	2018	2019	2020	Total	%	2021	2022	2023	2024	2025	Total	%	Total	%
Expenditures:																
Health and Safety	33	35	22	16	22	127	1.1%	15	18	19	25	23	100	1.1%	227	1.1%
Legislated	83	96	100	85	71	436	3.6%	74	60	55	59	38	286	3.2%	722	3.4%
State of Good Repair	1,278	1,627	1,410	1,361	1,003	6,679	55.6%	921	849	3,004	895	840	6,509	72.7%	13,188	62.9%
Service Improvement and Enhancement	337	387	228	118	67	1,137	9.5%	56	46	54	56	51	264	2.9%	1,401	6.7%
Growth Related	510	731	538	965	885	3,630	30.2%	729	567	288	62	153	1,799	20.1%	5,429	25.9%
Total Expenditures	**2,241**	**2,877**	**2,299**	**2,545**	**2,047**	**12,008**	100%	**1,795**	**1,541**	**3,420**	**1,098**	**1,105**	**8,959**	100%	**20,967**	100%
Funded By:																
Provincial	155	279	298	598	518	1,848	15.4%	460	364	209	95	161	1,289	14.4%	3,137	15.0%
Federal	235	265	223	331	321	1,375	11.5%	301	267	1,033	174	170	1,945	21.7%	3,320	15.8%
Reserves	308	431	314	285	225	1,563	13.0%	145	143	435	154	147	1,025	11.4%	2,588	12.3%
Reserve Funds	115	99	40	21	18	293	2.4%	14	12	12	9	23	70	0.8%	363	1.7%
Debt - Rec	32	72	38	25	18	185	1.5%	15	14	14	14	14	71	0.8%	256	1.2%
Development Charges	92	212	213	191	178	885	7.4%	181	141	87	65	47	521	5.8%	1,406	6.7%
Other	208	247	118	59	51	683	5.7%	48	44	45	45	43	225	2.5%	908	4.3%
Capital from Current	216	292	352	387	426	1,673	13.9%	468	515	567	623	686	2,859	31.9%	4,532	21.6%
Debt	879	980	703	649	292	3,504	29.2%	162	40	1,017	(82)	(185)	953	10.6%	4,457	21.3%
Total Funding	**2,241**	**2,877**	**2,299**	**2,545**	**2,047**	**12,008**	100%	**1,795**	**1,541**	**3,420**	**1,098**	**1,105**	**8,959**	100%	**20,967**	100%

TORONTO

2016 Budget Committee Recommended Capital Budget and 2017 to 2025 Capital Plan - Excluding 2015 Carry Forward - by Program & Category

APPENDIX 2(i)

($000s)	2016 - 2025 Budget & Plan	Category				
		Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
Citizen Centred Services "A"						
Children's Services	42,907			13,830	29,077	
Economic Development and Culture	134,390	6,163	808	96,552	28,283	2,584
Long Term Care Homes Services	94,266	34,346	9,500	48,268	2,152	
Parks, Forestry & Recreation	1,191,328		1,342	633,879	304,787	251,320
Shelter, Support & Housing Administration	100,516			12,500	88,016	
Toronto Employment & Social Services	5,000				5,000	
Toronto Paramedic Services	71,534	24,722		10,810		36,002
Total Citizen Centred Services "A"	**1,639,941**	**65,231**	**11,650**	**815,839**	**457,315**	**289,906**
Citizen Centred Services "B"						
City Planning	58,673		5,845			52,828
Fire Services	57,240	24,555	500	3,952	1,978	26,255
Transportation Services	5,278,134	102,664		4,449,251	187,353	538,866
Waterfront Revitalization Initiative	118,127					118,127
Total Citizen Centred Services "B"	**5,512,174**	**127,219**	**6,345**	**4,453,203**	**189,331**	**736,076**
Internal Services						
311 Toronto	21,987			18,882	3,105	
Facilities Management, Real Estate & Environment	1,102,667	33,273	22,508	524,054	472,832	50,000
Financial Services	65,661		7,041	43,909	14,548	163
Fleet Services	491,081		3,455	480,296	7,330	
Information & Technology	400,063			315,342	84,721	
Total Internal Services	**2,081,459**	**33,273**	**33,004**	**1,382,483**	**582,536**	**50,163**
Other City Programs						
Accountability Offices	2,662			2,662		
City Clerk's Office	54,715	1,022	46,158	7,535		
Corporate Initiatives	3,000					3,000
IT Related Projects	(14,180)			(7,090)	(7,090)	
Total Other City Programs	**46,197**	**1,022**	**46,158**	**3,107**	**(7,090)**	**3,000**
Total City Operations	**9,279,771**	**226,745**	**97,157**	**6,654,632**	**1,222,092**	**1,079,145**
Agencies						
Exhibition Place	89,543	553		77,345	11,645	
Sony Centre (Hummingbird)	11,536			11,536		
Toronto & Region Conservation Authority	176,729			175,529	1,200	
Toronto Police Service	558,461			525,412	32,009	1,040
Toronto Public Health	28,158		460	9,633	18,065	
Toronto Public Library	254,235			207,411		46,824

2016 Budget Committee Recommended Capital Budget and 2017 to 2025 Capital Plan - Excluding 2015 Carry Forward
- by Program & Category

($000s)	2016 - 2025 Budget & Plan	Category				
		Health and Safety	Legislated	State of Good Repair	Service Improvement	Growth Related
Toronto Zoo	61,845			52,631	9,214	
Yonge-Dundas Square	450			450		
Total Agencies	**1,180,957**	**553**	**460**	**1,059,947**	**72,133**	**47,864**
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**10,460,728**	**227,298**	**97,617**	**7,714,579**	**1,294,225**	**1,127,009**
Toronto Transit Commission (TTC)						
Toronto Transit Commission	6,401,736		624,351	5,473,555	106,339	197,491
Scarborough Subway Extention	3,508,296					3,508,296
Spadina Subway Extension	595,828					595,828
Total TTC	**10,505,860**		**624,351**	**5,473,555**	**106,339**	**4,301,615**
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**20,966,588**	**227,298**	**721,968**	**13,188,134**	**1,400,564**	**5,428,624**

TORONTO

2016 Budget Committee Recommended Capital Budget and 2017 to 2025 Capital Plan - Excluding 2015 Carry Forward
- by Program

APPENDIX 3

($000s)	2016 - 2025 Budget & Plan	2016 Budget	Plan								
			2017	2018	2019	2020	2021	2022	2023	2024	2025
Citizen Centred Services "A"											
Children's Services	42,907	4,807	9,051	8,326	4,182	2,406	2,867	2,587	2,547	3,037	3,097
Economic Development and Culture	134,390	15,980	13,633	13,385	14,242	12,950	12,700	12,650	13,050	12,950	12,850
Long Term Care Homes Services	94,266	17,871	10,073	9,078	8,690	7,977	7,977	8,150	8,150	8,150	8,150
Parks, Forestry & Recreation	1,191,328	152,853	189,997	189,928	128,049	103,430	102,819	92,027	81,696	75,502	75,027
Shelter, Support & Housing Administration	100,516	18,009	21,032	27,602	22,449	3,424	900	900	2,400	1,900	1,900
Toronto Employment & Social Services	5,000	2,500	2,500								
Toronto Paramedic Services	71,534	17,260	11,780	1,542	2,677	4,630	10,930	3,750	2,450	9,170	7,345
Total Citizen Centred Services "A"	**1,639,941**	**229,280**	**258,066**	**249,861**	**180,289**	**134,817**	**138,193**	**120,064**	**110,293**	**110,709**	**108,369**
Citizen Centred Services "B"											
City Planning	58,673	4,921	6,548	5,931	5,658	5,834	5,813	5,768	5,768	6,216	6,216
Fire Services	57,240	16,634	12,465	920	1,150	4,650	150	1,250	8,186	9,118	2,717
Transportation Services	5,278,134	336,501	358,187	344,311	339,777	326,024	289,755	294,879	2,406,729	307,261	274,710
Waterfront Revitalization Initiative	118,127	25,339	31,743	22,950	5,302	4,178	14,353	14,262			
Total Citizen Centred Services "B"	**5,512,174**	**383,395**	**408,943**	**374,112**	**351,887**	**340,686**	**310,071**	**316,159**	**2,420,683**	**322,595**	**283,643**
Internal Services											
311 Toronto	21,987	3,352	3,925	1,807	2,727	1,696	1,696	1,696	1,696	1,696	1,696
Facilities Management, Real Estate & Environment	1,102,667	153,522	235,213	132,605	72,182	67,630	72,748	86,318	110,242	85,752	86,455
Financial Services	65,661	18,923	13,899	13,564	1,156	2,939	3,391	1,375	975	1,000	8,439
Fleet Services	491,081	31,435	65,190	49,777	51,844	51,214	49,694	52,038	61,019	40,789	38,081
Information & Technology	400,063	63,876	52,107	41,511	37,727	39,407	33,221	27,795	30,919	36,750	36,750
Total Internal Services	**2,081,459**	**271,108**	**370,334**	**239,264**	**165,636**	**162,886**	**160,750**	**169,222**	**204,851**	**165,987**	**171,421**
Other City Programs											
Accountability Offices	2,662	1,262							1,400		
City Clerk's Office	54,715	5,917	7,133	5,100	3,345	3,945	4,125	2,650	2,700	14,700	5,100
Corporate Initiatives	3,000	1,500	1,500								
IT Related Projects	(14,180)	(3,544)	(3,544)	(3,546)	(3,546)						
Total Other City Programs	**46,197**	**5,135**	**5,089**	**1,554**	**(201)**	**3,945**	**4,125**	**2,650**	**4,100**	**14,700**	**5,100**

TORONTO

2016 Budget Committee Recommended Capital Budget and 2017 to 2025 Capital Plan - Excluding 2015 Carry Forward
- by Program

APPENDIX 3

($000s)	2016 - 2025 Budget & Plan	2016 Budget	Plan								
			2017	2018	2019	2020	2021	2022	2023	2024	2025
Total City Operations	**9,279,771**	**888,918**	**1,042,432**	**864,791**	**697,611**	**642,334**	**613,139**	**608,095**	**2,739,927**	**613,991**	**568,533**
Agencies											
Exhibition Place	89,543	4,715	4,390	4,465	5,345	11,820	11,538	11,415	11,985	11,935	11,935
Sony Centre (Hummingbird)	11,536	5,986	2,800	2,750							
Toronto & Region Conservation Authority	176,729	14,171	15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,082	21,209
Toronto Police Service	558,461	39,320	49,560	57,401	80,414	61,445	54,235	58,492	62,511	53,699	41,384
Toronto Public Health	28,158	3,835	2,217	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700
Toronto Public Library	254,235	25,155	27,754	30,203	30,914	23,988	30,371	26,119	18,669	20,350	20,712
Toronto Zoo	61,845	6,845	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Yonge-Dundas Square	450		50	50	50	50	50	50	50	50	50
Total Agencies	**1,180,957**	**100,027**	**108,546**	**120,984**	**143,088**	**123,807**	**122,413**	**121,913**	**122,373**	**114,816**	**102,990**
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**10,460,728**	**988,945**	**1,150,978**	**985,775**	**840,699**	**766,141**	**735,552**	**730,008**	**2,862,300**	**728,807**	**671,523**
Toronto Transit Commission (TTC)											
Toronto Transit Commission	6,401,736	879,475	1,210,511	1,030,701	947,593	569,032	440,880	346,002	342,090	337,977	297,475
Scarborough Subway Extention	3,508,296	120,118	185,550	268,162	756,903	711,403	618,395	464,992	215,273	31,000	136,500
Spadina Subway Extension	595,828	252,032	329,834	13,962							
Total TTC	**10,505,860**	**1,251,625**	**1,725,895**	**1,312,825**	**1,704,496**	**1,280,435**	**1,059,275**	**810,994**	**557,363**	**368,977**	**433,975**
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**20,966,588**	**2,240,570**	**2,876,873**	**2,298,600**	**2,545,195**	**2,046,576**	**1,794,827**	**1,541,002**	**3,419,663**	**1,097,784**	**1,105,498**

TORONTO

APPENDIX 4

2016 Budget Committee Recommended Capital Budget and 2017 to 2025 Capital Plan - Excluding 2015 Carry Forward - by Program & Funding Source

		Funding Sources								
($000s)	2016 - 2025 Budget & Plan	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"										
Children's Services	42,907		22,063	390	849		3,457	14,606	1,542	
Economic Development and Culture	134,390			195	2,166	574	35,100	88,161	8,194	
Long Term Care Homes Services	94,266			2,152	15,500			72,589	2,625	1,400
Parks, Forestry & Recreation	1,191,328		228,733	7,639	140,051	2,000	142,946	617,206	52,753	
Shelter, Support & Housing Administration	100,516				7,300		1,738	90,578	900	
Toronto Employment & Social Services	5,000			5,000						
Toronto Paramedic Services	71,534		14,260	16,449			2,675	37,750	400	
Total Citizen Centred Services "A"	**1,639,941**		**265,056**	**31,825**	**165,866**	**2,574**	**185,916**	**920,890**	**66,414**	**1,400**
Citizen Centred Services "B"										
City Planning	58,673		21,353					36,130	1,190	
Fire Services	57,240		19,362	19,230	1,030			15,966	1,652	
Transportation Services	5,278,134	11,250	208,563	762,084	38,440	820,000	54,100	3,356,919	7,214	19,564
Waterfront Revitalization Initiative	118,127		46,598		2,070		25,000	39,039	5,420	
Total Citizen Centred Services "B"	**5,512,174**	**11,250**	**295,876**	**781,314**	**41,540**	**820,000**	**79,100**	**3,448,054**	**15,476**	**19,564**
Internal Services										
311 Toronto	21,987							18,068	3,919	
Facilities Management, Real Estate & Environment	1,102,667	44,979	7,500	18,700	31,949	30,939	25,791	676,983	30,966	234,861
Financial Services	65,661		1,183	1,100	10,603		1,762	51,013		
Fleet Services	491,081			490,783			298			
Information & Technology	400,063			195,209	1,183			164,904	38,767	
Total Internal Services	**2,081,459**	**44,979**	**8,683**	**705,792**	**43,735**	**30,939**	**27,851**	**910,968**	**73,652**	**234,861**
Other City Programs										
Accountability Offices	2,662							1,400	1,262	
City Clerk's Office	54,715			2,135	9,745			42,835		
Corporate Initiatives	3,000							3,000		
IT Related Projects	(14,180)							(14,180)		
Total Other City Programs	**46,197**			**2,135**	**9,745**			**33,055**	**1,262**	
Total City Operations	**9,279,771**	**56,229**	**569,615**	**1,521,066**	**260,886**	**853,513**	**292,867**	**5,312,967**	**156,804**	**255,825**

TORONTO

APPENDIX 4

2016 Budget Committee Recommended Capital Budget and 2017 to 2025 Capital Plan - Excluding 2015 Carry Forward - by Program & Funding Source

		Funding Sources								
($000s)	2016 - 2025 Budget & Plan	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Agencies										
Exhibition Place	89,543							86,748	2,795	
Sony Centre (Hummingbird)	11,536							8,350	3,186	
Toronto & Region Conservation Authority	176,729						140,729	35,920	80	
Toronto Police Service	558,461		56,148	259,268				235,650	7,395	
Toronto Public Health	28,158	460						27,466	232	
Toronto Public Library	254,235		67,961	580	1,100	927	24,160	155,085	4,422	
Toronto Zoo	61,845						1,845	58,450	1,550	
Yonge-Dundas Square	450							450		
Total Agencies	**1,180,957**	**460**	**124,109**	**259,848**	**1,100**	**927**	**166,734**	**608,119**	**19,660**	
(Excl.TTC)	**10,460,728**	**56,689**	**693,724**	**1,780,914**	**261,986**	**854,440**	**459,601**	**5,921,086**	**176,464**	**255,825**
Toronto Transit Commission (TTC)										
Toronto Transit Commission	6,401,736	997,510	547,686	648,863		1,658,988	231,677	2,277,097	39,915	
Scarborough Subway Extention	3,508,296	1,990,000	165,000	157,911	11,385	660,000		524,000		
Spadina Subway Extension	595,828	92,673			90,000	146,623	216,472	50,060		
Total TTC	**10,505,860**	**3,080,183**	**712,686**	**806,774**	**101,385**	**2,465,611**	**448,149**	**2,851,157**	**39,915**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**20,966,588**	**3,136,872**	**1,406,410**	**2,587,688**	**363,371**	**3,320,051**	**907,750**	**8,772,243**	**216,379**	**255,825**

TORONTO

APPENDIX 4(i)

2016 Budget Committee Recommended Capital Budget and 2017 to 2020 Capital Plan – Excluding 2015 Carry Forward - by Program & Funding Source

($000s)	Total 2016 to 2020	2016 Budget	Plan				Funding Sources								
			2017	2018	2019	2020	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"															
Children's Services	28,772	4,807	9,051	8,326	4,182	2,406		15,531	390	849		3,457	7,003	1,542	
Economic Development and Culture	70,190	15,980	13,633	13,385	14,242	12,950			195	2,066	574	19,100	40,061	8,194	
Long Term Care Homes Services	53,689	17,871	10,073	9,078	8,690	7,977			2,152	8,250			39,262	2,625	1,400
Parks, Forestry & Recreation	764,257	152,853	189,997	189,928	128,049	103,430		184,229	7,639	111,087	2,000	140,446	266,103	52,753	
Shelter, Support & Housing Administration	92,516	18,009	21,032	27,602	22,449	3,424				7,300		1,738	82,578	900	
Toronto Employment & Social Services	5,000	2,500	2,500						5,000						
Toronto Paramedic Services	37,889	17,260	11,780	1,542	2,677	4,630		5,674	5,429			2,675	23,711	400	
Total Citizen Centred Services "A"	**1,052,313**	**229,280**	**258,066**	**249,861**	**180,289**	**134,817**		**205,434**	**20,805**	**129,552**	**2,574**	**167,416**	**458,718**	**66,414**	**1,400**
Citizen Centred Services "B"															
City Planning	28,892	4,921	6,548	5,931	5,658	5,834		10,896					16,806	1,190	
Fire Services	35,819	16,634	12,465	920	1,150	4,650		11,054	12,792	1,030			9,291	1,652	
Transportation Services	1,704,800	336,501	358,187	344,311	339,777	326,024	11,250	133,831	244,784	23,440		29,600	1,235,117	7,214	19,564
Waterfront Revitalization Initiative	89,512	25,339	31,743	22,950	5,302	4,178		27,742		2,070		25,000	29,280	5,420	
Total Citizen Centred Services "B"	**1,859,023**	**383,395**	**408,943**	**374,112**	**351,887**	**340,686**	**11,250**	**183,523**	**257,576**	**26,540**		**54,600**	**1,290,494**	**15,476**	**19,564**
Internal Services															
311 Toronto	13,507	3,352	3,925	1,807	2,727	1,696							9,588	3,919	
Facilities Management, Real Estate & Environment	661,152	153,522	235,213	132,605	72,182	67,630	42,957	7,500	18,700	31,949	30,939	25,791	308,489	30,966	163,861
Financial Services	50,481	18,923	13,899	13,564	1,156	2,939		683	500	6,113		1,762	41,423		
Fleet Services	249,460	31,435	65,190	49,777	51,844	51,214			249,282			178			
Information & Technology	234,628	63,876	52,107	41,511	37,727	39,407			111,174	1,183			83,504	38,767	
Total Internal Services	**1,209,228**	**271,108**	**370,334**	**239,264**	**165,636**	**162,886**	**42,957**	**8,183**	**379,656**	**39,245**	**30,939**	**27,731**	**443,004**	**73,652**	**163,861**
Other City Programs															
Accountability Offices	1,262	1,262												1,262	
City Clerk's Office	25,440	5,917	7,133	5,100	3,345	3,945			1,835	6,570			17,035		
Corporate Initiatives	3,000	1,500	1,500										3,000		
IT Related Projects	(14,180)	(3,544)	(3,544)	(3,546)	(3,546)								(14,180)		
Total Other City Programs	**15,522**	**5,135**	**5,089**	**1,554**	**(201)**	**3,945**			**1,835**	**6,570**			**5,855**	**1,262**	
Total City Operations	**4,136,086**	**888,918**	**1,042,432**	**864,791**	**697,611**	**642,334**	**54,207**	**397,140**	**659,872**	**201,907**	**33,513**	**249,747**	**2,198,071**	**156,804**	**184,825**
Agencies															
Exhibition Place	30,735	4,715	4,390	4,465	5,345	11,820							27,940	2,795	
Sony Centre (Hummingbird)	11,536	5,986	2,800	2,750									8,350	3,186	
Toronto & Region Conservation Authority	78,924	14,171	15,275	15,382	16,992	17,104						63,924	14,920	80	
Toronto Police Service	288,140	39,320	49,560	57,401	80,414	61,445		22,116	126,480				132,149	7,395	

TORONTO

APPENDIX 4(i)

2016 Budget Committee Recommended Capital Budget and 2017 to 2020 Capital Plan – Excluding 2015 Carry Forward - by Program & Funding Source

	Total	2016	Plan				Funding Sources								
($000s)	2016 to 2020	Budget	2017	2018	2019	2020	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Toronto Public Health	17,058	3,835	2,217	4,233	3,373	3,400	460						16,366	232	
Toronto Public Library	138,014	25,155	27,754	30,203	30,914	23,988		36,383	580	1,100	927	13,620	80,982	4,422	
Toronto Zoo	31,845	6,845	6,500	6,500	6,000	6,000						1,845	28,450	1,550	
Yonge-Dundas Square	200		50	50	50	50							200		
Total Agencies	**596,452**	**100,027**	**108,546**	**120,984**	**143,088**	**123,807**	**460**	**58,499**	**127,060**	**1,100**	**927**	**79,389**	**309,357**	**19,660**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**4,732,538**	**988,945**	**1,150,978**	**985,775**	**840,699**	**766,141**	**54,667**	**455,639**	**786,932**	**203,007**	**34,440**	**329,136**	**2,507,428**	**176,464**	**184,825**
Toronto Transit Commission (TTC)															
Toronto Transit Commission	4,637,312	879,475	1,210,511	1,030,701	947,593	569,032	621,388	359,443	648,863		821,886	136,919	2,008,898	39,915	
Scarborough Subway Extention	2,042,136	120,118	185,550	268,162	756,903	711,403	1,078,979	70,000	127,173		371,983		394,001		
Spadina Subway Extension	595,828	252,032	329,834	13,962			92,673			90,000	146,623	216,472	50,060		
Total TTC	**7,275,276**	**1,251,625**	**1,725,895**	**1,312,825**	**1,704,496**	**1,280,435**	**1,793,040**	**429,443**	**776,036**	**90,000**	**1,340,492**	**353,391**	**2,452,959**	**39,915**	
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**12,007,814**	**2,240,570**	**2,876,873**	**2,298,600**	**2,545,195**	**2,046,576**	**1,847,707**	**885,082**	**1,562,968**	**293,007**	**1,374,932**	**682,527**	**4,960,387**	**216,379**	**184,825**

TORONTO

APPENDIX 4(ii)

2021 to 2025 Budget Committee Recommended Capital Plan – Excluding 2015 Carry Forward - by Program & Funding Source

	Total	Plan					Funding Sources								
($000s)	2021 to 2025	2021	2022	2023	2024	2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Citizen Centred Services "A"															
Children's Services	14,135	2,867	2,587	2,547	3,037	3,097		6,532					7,603		
Economic Development and Culture	64,200	12,700	12,650	13,050	12,950	12,850				100		16,000	48,100		
Long Term Care Homes Services	40,577	7,977	8,150	8,150	8,150	8,150				7,250			33,327		
Parks, Forestry & Recreation	427,071	102,819	92,027	81,696	75,502	75,027		44,504		28,964		2,500	351,103		
Shelter, Support & Housing Administration	8,000	900	900	2,400	1,900	1,900							8,000		
Toronto Employment & Social Services															
Toronto Paramedic Services	33,645	10,930	3,750	2,450	9,170	7,345		8,586	11,020				14,039		
Total Citizen Centred Services "A"	**587,628**	**138,193**	**120,064**	**110,293**	**110,709**	**108,369**		**59,622**	**11,020**	**36,314**		**18,500**	**462,172**		
Citizen Centred Services "B"															
City Planning	29,781	5,813	5,768	5,768	6,216	6,216		10,457					19,324		
Fire Services	21,421	150	1,250	8,186	9,118	2,717		8,308	6,438				6,675		
Transportation Services	3,573,334	289,755	294,879	2,406,729	307,261	274,710		74,732	517,300	15,000	820,000	24,500	2,121,802		
Waterfront Revitalization Initiative	28,615	14,353	14,262					18,856					9,759		
Total Citizen Centred Services "B"	**3,653,151**	**310,071**	**316,159**	**2,420,683**	**322,595**	**283,643**		**112,353**	**523,738**	**15,000**	**820,000**	**24,500**	**2,157,560**		
Internal Services															
311 Toronto	8,480	1,696	1,696	1,696	1,696	1,696							8,480		
Facilities Management, Real Estate & Environme	441,515	72,748	86,318	110,242	85,752	86,455	2,022						368,494		71,000
Financial Services	15,180	3,391	1,375	975	1,000	8,439		500	600	4,490			9,590		
Fleet Services	241,621	49,694	52,038	61,019	40,789	38,081			241,501			120			
Information & Technology	165,435	33,221	27,795	30,919	36,750	36,750			84,035				81,400		
Total Internal Services	**872,231**	**160,750**	**169,222**	**204,851**	**165,987**	**171,421**	**2,022**	**500**	**326,136**	**4,490**		**120**	**467,964**		**71,000**
Other City Programs															
Accountability Offices	1,400			1,400									1,400		
City Clerk's Office	29,275	4,125	2,650	2,700	14,700	5,100			300	3,175			25,800		
Corporate Initiatives															
IT Related Projects															
Total Other City Programs	**30,675**	**4,125**	**2,650**	**4,100**	**14,700**	**5,100**			**300**	**3,175**			**27,200**		
Total City Operations	**5,143,685**	**613,139**	**608,095**	**2,739,927**	**613,991**	**568,533**	**2,022**	**172,475**	**861,194**	**58,979**	**820,000**	**43,120**	**3,114,896**		**71,000**
Agencies															
Exhibition Place	58,808	11,538	11,415	11,985	11,935	11,935							58,808		
Sony Centre (Hummingbird)															
Toronto & Region Conservation Authority	97,805	17,219	17,337	20,958	21,082	21,209						76,805	21,000		
Toronto Police Service	270,321	54,235	58,492	62,511	53,699	41,384		34,032	132,788				103,501		

TORONTO

APPENDIX 4(ii)

2021 to 2025 Budget Committee Recommended Capital Plan – Excluding 2015 Carry Forward
- by Program & Funding Source

	Total	Plan					Funding Sources								
($000s)	2021 to 2025	2021	2022	2023	2024	2025	Provincial Grants & Subsidies	Development Charges	Reserves	Reserve Funds	Federal Subsidy	Other	Debt	Capital from Current	Debt - Recoverable
Toronto Public Health	11,100	3,000	2,500	2,200	1,700	1,700							11,100		
Toronto Public Library	116,221	30,371	26,119	18,669	20,350	20,712		31,578				10,540	74,103		
Toronto Zoo	30,000	6,000	6,000	6,000	6,000	6,000							30,000		
Yonge-Dundas Square	250	50	50	50	50	50							250		
Total Agencies	**584,505**	**122,413**	**121,913**	**122,373**	**114,816**	**102,990**		**65,610**	**132,788**			**87,345**	**298,762**		
TOTAL TAX SUPPORTED CAPITAL PROGRAM (Excl.TTC)	**5,728,190**	**735,552**	**730,008**	**2,862,300**	**728,807**	**671,523**	**2,022**	**238,085**	**993,982**	**58,979**	**820,000**	**130,465**	**3,413,658**		**71,000**
Toronto Transit Commission (TTC)															
Toronto Transit Commission	1,764,424	440,880	346,002	342,090	337,977	297,475	376,122	188,243			837,102	94,758	268,199		
Scarborough Subway Extention	1,466,160	618,395	464,992	215,273	31,000	136,500	911,021	95,000	30,738	11,385	288,017		129,999		
Spadina Subway Extension															
Total TTC	**3,230,584**	**1,059,275**	**810,994**	**557,363**	**368,977**	**433,975**	**1,287,143**	**283,243**	**30,738**	**11,385**	**1,125,119**	**94,758**	**398,198**		
TOTAL TAX SUPPORTED CAPITAL PROGRAM	**8,958,774**	**1,794,827**	**1,541,002**	**3,419,663**	**1,097,784**	**1,105,498**	**1,289,165**	**521,328**	**1,024,720**	**70,364**	**1,945,119**	**225,223**	**3,811,856**		**71,000**

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Operating & Capital Budget Summaries for City Programs and Agencies:

Human and Social Services

Affordable Housing Office

2016 OPERATING BUDGET OVERVIEW

The Affordable Housing Office (AHO) is responsible for the stewardship of federal, provincial and City investments and incentives to create and maintain safe, affordable housing for lower-income residents, and to develop innovative housing solutions through policy and partnerships, supporting *Housing Opportunities Toronto, An Affordable Housing Action Plan 2010-2020.*

2016 Budget Highlights

The total cost to deliver these services to Toronto residents in 2016 is $2.957 million gross and $1.180 million net.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	2,763.5	2,956.6	193.1	7.0%
Gross Revenues	1,569.5	1,777.0	207.5	13.2%
Net Expenditures	**1,194.0**	**1,179.6**	**(14.3)**	**(1.2%)**

AHO experienced base pressures of $0.194 million net arising from increases to salaries and benefit costs and the need for an additional lawyer to manage the growing volume and complexity of legal agreements for affordable housing funding, land and development transactions. Through expenditure reductions and revenue adjustments, the Program was able to more than offset these pressures, bringing the 2016 Operating Budget to -1.2% under its 2015 Budget.

Fast Facts

The AHO is providing financial stewardship in 2015 for 4,792 homes: 1,586 affordable rental and ownership homes under development and 3,206 homes being repaired/modified for lower- income residents from the City's priority groups.

- Throughout the project lifecycle, AHO's administrative oversight for the above homes will create some 4,927 jobs.
- An October survey had a 56% positive response rate to the *Close the Housing Gap* campaign from federal parties and candidates in Toronto ridings. Results were made public for voters. In April, a campaign rally at City Hall drew some 400 people.

2016 Operating Budget Highlights

- The 2016 Preliminary Operating Budget for the Affordable Housing Office of $2.957 million in gross expenditures provides funding for three services: New Affordable Housing Development, Housing Improvement Programs and Housing Policy and Partnerships.
- The Program has exceeded the budget target of a -1% increase from the 2015 Approved Budget through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going savings from line by line reductions ($0.004 million) and an increase in base revenue ($0.208 million).
  - ✓ Target achievement without impacting on Council approved

2015 Key Service Accomplishments

In 2015, the Affordable Housing Office accomplished the following results:

Financial Stewardship to Create Affordable Housing and Jobs

- ✓ Provided financial stewardship for $160 million in federal, provincial and City investments for 4,792 affordable rental and ownership homes being developed or repaired/modified for lower-income residents from the City's priority groups.
- ✓ Leveraged $219 million from the private and non-profit sectors, for a total of $378.7 million of affordable housing investments being administered in 2015.
- ✓ *Create New Affordable Rental & Ownership Homes*
- ✓ Administered $145 million in federal/provincial/City funds to create 1,586 new affordable rental and affordable ownership homes under development in 2015, allocated $12 million to create new affordable rental homes at 200 Madison.
- ✓ Continued administration of the East Bayfront development in the waterfront – a City model for integrating affordable housing into a condominium complex.

Support Housing improvements for Lower-Income Residents

- ✓ Administered $0.6 million to complete capital improvements to transitional and supportive housing developments with over 10 non-profit organizations that will improve the housing of 560 low-income and formerly homeless residents.
- ✓ Administered $11.6 million from the Toronto Renovates program to assist 312 lower- income homeowners to make essential health, safety and accessibility repairs to their homes and to repair apartment buildings and rooming houses benefitting 2,438 lower income households. Increased the ceiling on funding available from $10,000 to $15,000.
- ✓ Allocated $5 million through an RFP to assist 416 rooming house units to be completed through to 2017 of which $2.5 million was being administered in 2015 for 208 units.

Actions on Affordable Housing Policy and Partnerships

- ✓ Reported to Council in December 2015, the City's Open Door Program to scale up affordable housing construction through land, financial and planning tools.
- ✓ Led interdivisional work on the Weston Community/Cultural Hub public-private partnership, with a report approved by Council in December 2015, to create 26 affordable live-work homes for artists, in one of the city's Neighbourhood Improvement Areas, integrated with a new private rental building containing six affordable, accessible homes.

Our Service Deliverables for 2016

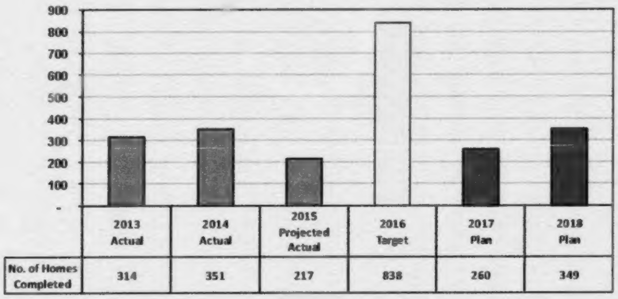
The AHO supports the goals and targets of *Housing Opportunities Toronto, an Affordable Housing Action Plan 2010-2020 (HOT)*, providing affordable housing services to the public in three key areas. The 2016 Operating Budget will:

- Develop, promote, lead and leverage innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors, focussing on the implementation of the Mayor's *Open Door Program* with streamlined access to City lands and financial incentives, and the advancement of pilot developments.
- Provide financial stewardship of $138.8 million in federal, provincial and city investments while leveraging $214.2 million from the private and non-profit sectors, to support 1,519 new affordable rental and ownership homes under development in 2016, creating 3,798 jobs through the development lifecycle.
- Implement Toronto Renovates by administering:
  - ✓ $8.6 million in federal/provincial *Investment in Affordable Housing* (IAH) and *Homelessness Partnershi Strategy* (HPS) funding for essential health, safety & accessibility repairs and modifications underway in 2016.
  - ✓ This is projected to assist 933 lower-income homeowner and tenant households (including seniors, persons with disabilities and transitional and supportiv housing tenants) and creating some 280 jobs during th project lifecycles.

Trends

- AHO has financial stewardship for projects throughout the 2- year lifecycle of the development process.
- In 2016, 838 new affordable rental homes will be added including 253 homes in the Pan Am Village, 348 homes in Emery Village and other locations; and 118 new affordable ownership homes will be completed. These are done in partnership with non-profit housing and private developers.
- This spike in 2016 is a result of one-time funding approval of the Pan Am Village by the Province and completion of the large development at Emery Village.
- The number of new homes created is expected to increase in future years as a result of potential new federal/provincial infrastructure funding and the Open Door Program.

New Affordable Homes Completed 2013 - 2018

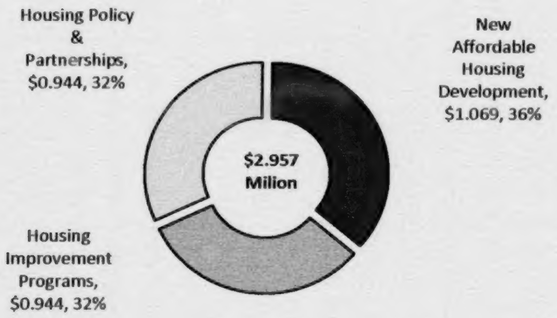


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
No. of Homes Completed	314	351	217	838	260	349

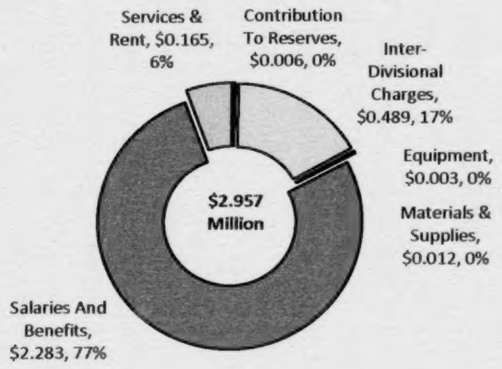
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

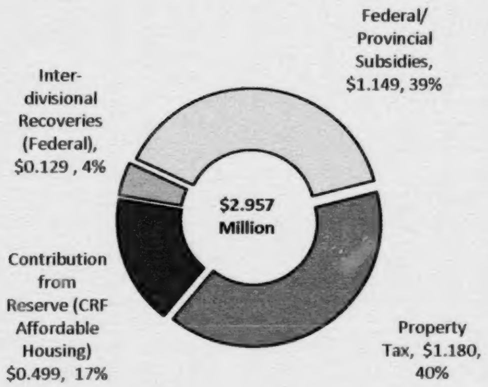


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

Demand for Affordable Housing - The *Investment in Affordable Housing (IAH) 2015-2020* Program is a primary revenue source for the Program to deliver its services. The demand and need for affordable housing in Toronto is growing at a faster rate than available funding and the trend is expected to continue beyond 2020.

- ✓ In 2014, the federal/provincial governments renewed the *Investment in Affordable Housing for Ontario* (IAH) (2014 Extension) program to 2020 and set the City of Toronto's funding allocation to $197.078 million over a six-year term.
- ✓ Innovative developments such as East Bayfront will enhance the City's ability to integrate affordable housing into condominium and other mixed income developments.
- ✓ In addition to City investments, the Program has been engaging the federal/provincial governments to provide surplus land and additional funding for new affordable housing.
- ✓ Funding for an additional lawyer is included in the 2016 Operating Budget to help manage the growing volume and complexity of development deals.
- ✓ AHO will continue to implement major strategic policies and programs in 2016, including a 5-year review of *Housing Opportunities Toronto* and implementation of the Open Door program. Both of these initiatives are expected to generate new affordable housing opportunities.

Program Map

Affordable Housing Office

To enhance the health of Toronto's people, neighbourhoods, economy and environment by delivering funding and incentives, and by developing innovative housing solutions, to create and maintain safe, affordable, rental and ownership housing for lower-income residents. This will be accomplished by:

- Delivering federal, provincial and city affordable housing programs by working with the private and non-profit sectors to develop and maintain affordable rental and ownership housing, revitalize communities and create employment.
- Working with DCMs and other Divisions to ensure the effective use of Federal, Provincial and City investments, in line with City priorities and other legislative and policy frameworks such as *Housing Opportunities Toronto: An Affordable Housing Action Plan 2010 – 2020.*
- Supporting the City Manager and Deputy City Managers in providing strategic intergovernmental relations and program advice on housing issues.

New Affordable Housing Development

Purpose:

- To facilitate the development of new affordable, supportive and transitional housing for lower-income residents and create jobs through construction, conversion and community revitalization.
- To assist lower-income residents to purchase a new, affordable home by delivering the City's Home Ownership Assistance Program (HOAP) and federal-provincial affordable home ownership funding.
- To create affordable housing by delivering city, provincial and federal funding and incentives, pursuing innovative strategies and providing advisory services.

Housing Policy & Partnerships

Purpose:

- To develop, promote, lead and leverage innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors, e.g., Open Door initiative.
- To ensure effective and efficient use of city, provincial and federal affordable housing funding and incentives in line with city priorities and other legislative and policy frameworks including *Housing Opportunities Toronto - An Affordable Housing Action Plan 2010-2020.*
- To support the City Manager and Deputy City Manager in providing strategic intergovernmental relations and other advice on housing and homelessness issues such as *Putting People First.*

Housing Improvement Programs

Purpose:

- To support lower-income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities through housing improvement loans and grants.
- To facilitate essential housing health and safety repairs and modifications by delivering the Toronto Renovates program with federal-provincial funds.

Service Customers

New Affordable Housing Development

- Lower-income renters
- Private and non-profit housing developers
- Private sector and community organizations
- City Agencies, Boards & Divisions
- Federal and provincial governments

Housing Policy & Partnerships

- Lower-income residents
- Private sector and community organizations
- City Agencies, Boards & Divisions
- Federal and provincial governments

Housing Improvement Programs

- Lower-income homeowners and renters
- Seniors and persons with disabilities
- Private apartment & rooming house landlords
- City Agencies, Boards & Divisions
- Federal and provincial governments

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
New Affordable Housing Development											
Gross Expenditures	1,004.0	995.3	1,068.5		1,068.5	64.5	6.4%	1.2	0.1%	7.4	0.7%
Revenue	606.2	596.9	677.7		677.7	71.5	11.8%				
Net Expenditures	397.8	398.4	390.9		390.9	(7.0)	(1.8%)	1.2	0.3%	7.4	1.9%
Housing Improvement Programs											
Gross Expenditures	879.7	872.0	944.1		944.1	64.5	7.3%	1.6	0.2%	6.5	0.7%
Revenue	481.1	473.8	549.1		549.1	68.0	14.1%				
Net Expenditures	398.5	398.3	394.9		395.0	(3.5)	(0.9%)	1.6	0.4%	6.5	1.6%
Housing Policy & Partnerships											
Gross Expenditures	879.7	872.1	943.9		943.9	64.2	7.3%	1.6	0.2%	6.5	0.7%
Revenue	482.2	474.8	550.2		550.2	68.0	14.1%				
Net Expenditures	397.6	397.3	393.8		393.8	(3.8)	(1.0%)	1.6	0.4%	6.5	1.7%
Total											
Gross Expenditures	2,763.5	2,739.5	2,956.6		2,956.6	193.1	7.0%	4.5	0.2%	20.5	0.7%
Revenue	1,569.5	1,545.5	1,777.0		1,777.0	207.5	13.2%			-	
Total Net Expenditures	1,194.0	1,194.0	1,179.6		1,179.6	(14.3)	(1.2%)	4.5	0.4%	20.5	1.7%
Approved Positions	19.0	19.0	19.0		19.0						

The Affordable Housing Office's 2016 Operating Budget is $2.957 million gross and $1.180 million net, representing a 1.2% decrease over the 2015 Approved Net Operating Budget and exceeds the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures of $0.194 million can be attributed to known salary and benefits adjustments as well as the cost of adding one additional lawyer on a temporary basis to manage the increased volume and complexity of legal agreements arising from affordable housing funding, land and development transactions for the projects projected and currently underway.
- To help mitigate these base pressures, the Program was able to achieve base expenditure reductions through line by line review as well as revenue adjustments arising from additional federal/provincial IAH funding and increased contribution from the Capital Revolving Fund for Affordable Housing Reserve that funds increased administration costs.
- The 2017 and 2018 Plan projected increase is attributable to cost pressures for progression pay, step and fringe benefits. As 2016 is a collective bargaining year, no cost of living estimate has been included.

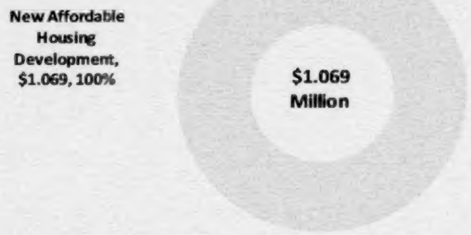
New Affordable Housing Development

New Affordable Housing Development

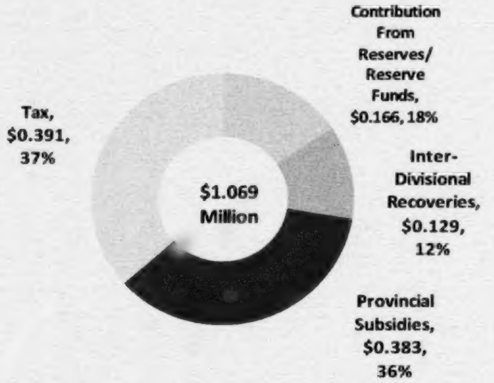
What We Do

- Facilitate the development of new affordable, supportive and transitional rental housing for lower-income residents and create jobs through construction, conversion and community revitalization.
- Assist lower-income residents to purchase new, affordable homes by delivering the City's Home Ownership Assistance Program (HOAP) and federal/provincial affordable home ownership funding.
- Create affordable housing by delivering city, provincial and federal funding and incentives, pursuing innovative strategies and providing advisory services.

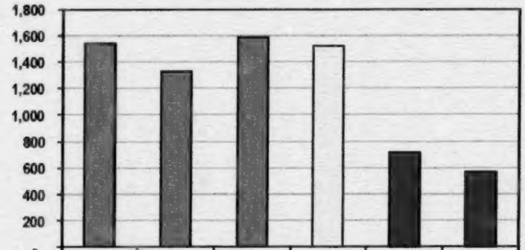
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



New Homes Under Development Year over Year



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
No. of New Homes Under Development Year Over Year	1,539	1,330	1,586	1,519	717	570

- The AHO has financial stewardship for projects during the 2-4 year lifecycle of the development process. The numbers in this chart are not cumulative and do not represent annual completions which are shown in the chart on page 2.
- With many completions expected by the end of 2016, future year targets are lower reflecting current funding levels. Targets may increase based on expected new federal/ provincial infrastructure funding and implementation of the Open Door Program.

2016 Service Levels

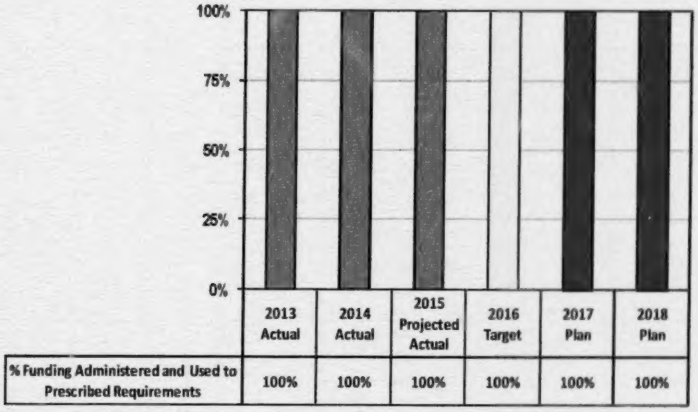
New Affordable Housing

Activity Type	Status	Approved Service Levels			
		2013	2014	2015	2016
Development of New Affordable Housing through Construction, Conversion and Intensification	Approved	Funding disbursed 100% of the time within prescribed guidelines leading to completion of new affordable homes achieving annual targets according to available funding. Note: Federal/Provincial funding is now provided under the new Investment in Affordable Housing (IAH) Program.	100% of Federal, Provincial & City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	100% of Federal, Provincial & City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program which has been renewed 2014-2020.	100% of Federal, Provincial & City funding for new affordable rental and ownership homes under development disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.
Housing Advisory & Consultation Services, Sometimes Fee-based, to Other Orders of Government and Other Partners	Approved	Service delivered within prescribed requirements to satisfaction of clients.			
Implementation of Special Council & Committee Directives	Approved	Special directives implemented to prescribed requirements to satisfaction of council and committees.			

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Service Performance

Efficiency Measure – Percentage of Funding Administered and Used to Prescribed Requirements



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% Funding Administered and Used to Prescribed Requirements	100%	100%	100%	100%	100%	100%

- The AHO ensures that 100% of available, approved federal, provincial and City funding is delivered to prescribed requirements.
- For 2015 and future years, it is expected to remain consistent at 100%.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget										Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
New Affordable Housing Development	1,004.0	1,070.0	(1.5)	1,068.5	64.5	6.4%		**1,068.5**	64.5	6.4%	1.2	0.1%	7.4	0.7%
Total Gross Exp.	1,004.0	1,070.0	(1.5)	1,068.5	64.5	6.4%		**1,068.5**	64.5	6.4%	1.2	0.1%	7.4	0.7%
REVENUE														
New Affordable Housing Development	606.2	609.7	68.0	677.7	71.5	11.8%		**677.7**	71.5	11.8%				
Total Revenues	606.2	609.7	68.0	677.7	71.5	11.8%		**677.7**	71.5	11.8%				
NET EXP.														
New Affordable Housing Development	397.8	460.3	(69.5)	390.9	(7.0)	(1.8%)		**390.9**	(7.0)	(1.8%)	1.2	0.3%	7.4	1.9%
Total Net Exp.	397.8	460.3	(69.5)	390.9	(7.0)	(1.8%)		**390.9**	(7.0)	(1.8%)	1.2	0.3%	7.4	1.9%
Approved Positions	7.0	7.0		7.0	0.0	0.1%		**7.0**	0.0	0.1%		0.0%		

The ***New Affordable Housing Development Service*** facilitates the development of new affordable, supportive and transitional rental housing, as well as provides homeownership financial assistance, for lower-income residents. Further, the service helps to create jobs though construction, conversion and community revitalization. This service primarily:

- Delivers federal, provincial and City funding and incentives to create affordable housing as well as pursuing innovative strategies and providing advisory services; and
- Delivers the City's Home Ownership Assistance Program (HOAP) and the federal/provincial home ownership program.

The New Affordable Housing Development service's 2016 Operating Budget of $1.069 million gross and $0.391 million net is $0.007 million or 1.8% under the 2015 Approved Net Budget.

The base budget pressures arising from hiring an additional lawyer and salary and benefit adjustments are allocated equally among all of the 3 services.

These base pressures have been offset by increased IAH funding and an additional reserve contribution, as well as line by line review savings, and are allocated equally among all of the 3 services.

Specific to this service only is an increase in interdepartmental recoveries of $0.003 million net due to salary and benefits adjustments.

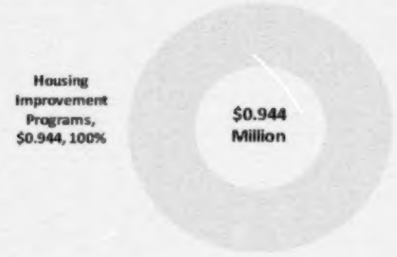
Housing Improvement Programs

Housing Improvement Programs

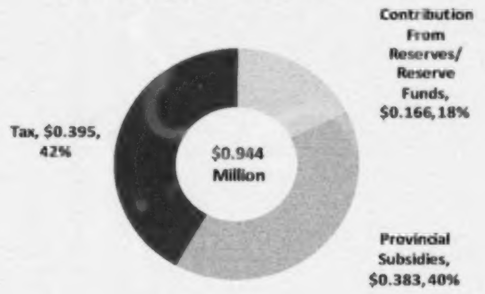
What We Do

- Assist lower-income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities through housing improvement loans and grants.
- Facilitate essential health, safety and accessibility repairs and modifications by delivering the Toronto Renovates program with federal/provincial funds and the federal Homelessness Partnership Strategy.

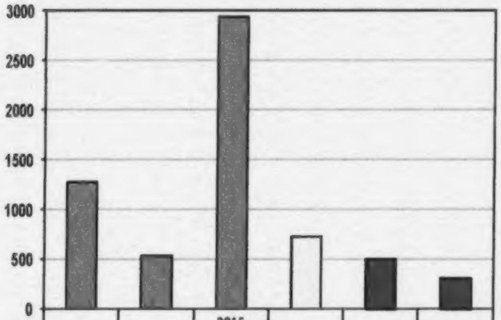
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Repairs/Modifications Completed



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
No of Repairs/Modifications Completed	1,280	532	2,939	718	502	294

- The AHO provides administrative oversight for essential health, safety and accessibility repairs and modifications for lower income households.
- The increase in 2015 Projected Actuals is due to one-time funding approved in 2013, resulting in 2,721 tenant households in apartment buildings and rooming houses being assisted through the federal/provincial IAH program, as well as 218 lower-income homeowners.
- In 2016, the target is lower at 718, reflecting the program focus on repairs and modifications to rooming houses and private homes, which are smaller in number than the expired multi-unit building improvement program, as well as capital repairs to transitional & supportive housing.

2016 Service Levels

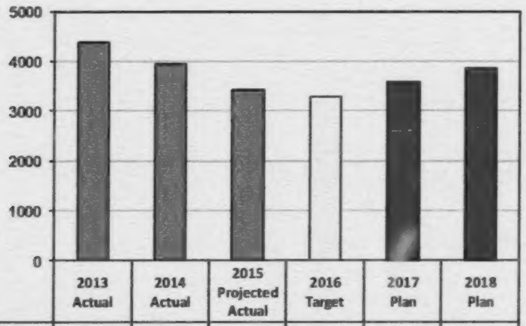
Housing Improvement Programs

Activity Type	Status	Approved Service Levels			2016
		2013	2014	2015	
Loans and grants to private landlords and home owners who are lower income seniors & persons with disabilities	Approved	Funding disbursed 100% of the time within prescribed guidelines leading to completion of renovation or accessibility modification of homes achieving annual targets according to available funding. Note: The Toronto Renovates component of the new Federal-Provincial Investment in Affordable Housing (IAH) funding program replaces RRAP & HASI. The service for private homeowners (formerly under RRAP) supports low-income homeowners, either seniors or persons living with disabilities, to remain in their homes. The AHO is responsible for direct administration of this funding and is establishing program guidelines in 2012.	100% of Federal, Provincial & City funding for housing improvement loans & grants to lower-income private homeowners and tenants, especially seniors & persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	100% of Federal/Provincial funding for housing improvement loans & grants to lower-income private homeowners and tenants, especially seniors & persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program which has been renewed 2014-2020.	100% of Federal/Provincial funding for housing improvement loans & grants to lower-income private homeowners and tenants, especially seniors & persons with disabilities, disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program and the **federal Homelessness Partnership Strategy (HPS).**
Loans for Private Apartments and Rooming Houses Rented at or Below 100% AMR	Approved	Funding disbursed 100% of the time within prescribed guidelines leading to completion of renovation or modification of homes achieving annual targets according to available funding. Note: The Toronto Renovates component of the new Federal-Provincial Investment in Affordable Housing (IAH) funding program replaces RRAP & HASI. The service for Private Apartments (formerly under RRAP) supports renovations to rental housing for low-income tenants. The AHO is responsible for direct administration of this funding and is establishing program guidelines in 2012.			
Accessibility Grants for Low-Income Seniors & Persons with Disabilities	Approved	Funding disbursed 100% of the time within prescribed guidelines leading to completion of renovation or modification of homes achieving annual targets according to available funding. Note: The Toronto Renovates component of the new Federal-Provincial Investment in Affordable Housing (IAH) funding program replaces RRAP & HASI. The provision of accessibility grants for seniors and persons with disabilities (formerly under HASI) supports accessibility modifications for low-income residents. The AHO is responsible for direct administration of this funding and is establishing program guidelines in 2012.			

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Service Performance

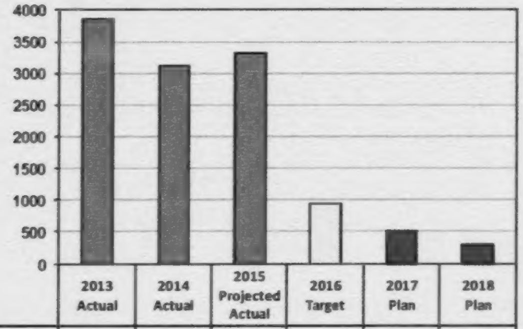
Output Measure – Number of Loans and Grants being Administered Year over Year



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# Loan/Grants Being Administered Year over Year	4,401	3,940	3,416	3,291	3,575	3,869

- The AHO has financial stewardship for grants during the 1-2 year lifecycle of the repair/ modification process, and 10-15 years for loans until the loan maturity date is reached.
- These numbers are not cumulative and do not represent the total number of essential repairs/modifications completed annually, but rather the number of loans & grants being administered.
- In 2016, the projected level is 3,291 which is lower than 2015 due to expected completions.

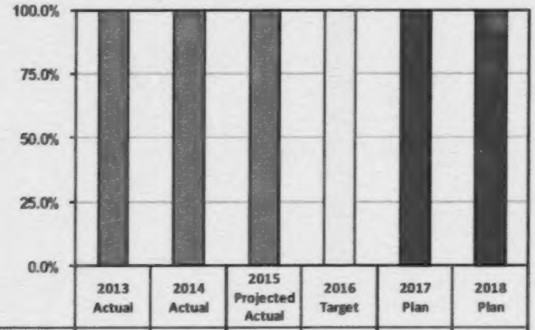
Output Measure – Number of Lower-Income Households Being Assisted with Essential Repairs & Modifications Year Over Year



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# of Lower-Income Households Being Assisted	3,860	3,122	3,317	933	509	301

- The AHO has financial stewardship for funding being provided to assist households year-over-year through the 1-2 year lifecycle of the repair/modification process.
- These numbers are not cumulative and do not represent essential repairs/modifications completed each year (see the chart on pg 14).
- The decline since 2013 is due to completion of improvements to multi-unit apartment buildings in 2015 and rooming houses in 2016 and 2017, leaving only homeowner repairs in 2018.

Efficiency Measure – Percentage of Funding Administered and used to Prescribed Requirements



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% Funding Administered and Used to Prescribed Requirements	100%	100%	100%	100%	100%	100%

- The AHO ensures that 100% of available, approved federal, provincial and City funding are delivered to prescribed requirements.
- The AHO has achieved 100% and expects to continue this trend in the future.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
New Affordable Housing Development	1,004.0	1,070.0	(1.5)	1,068.5	64.5	6.4%		1,068.5	64.5	6.4%	1.2	0.1%	7.4	0.7%
Total Gross Exp.	1,004.0	1,070.0	(1.5)	1,068.5	64.5	6.4%		1,068.5	64.5	6.4%	1.2	0.1%	7.4	0.7%
REVENUE														
New Affordable Housing Development	606.2	609.7	68.0	677.7	71.5	11.8%		677.7	71.5	11.8%				
Total Revenues	606.2	609.7	68.0	677.7	71.5	11.8%		677.7	71.5	11.8%				
NET EXP.														
New Affordable Housing Development	397.8	460.3	(69.5)	390.9	(7.0)	(1.8%)		390.9	(7.0)	(1.8%)	1.2	0.3%	7.4	1.9%
Total Net Exp.	397.8	460.3	(69.5)	390.9	(7.0)	(1.8%)		390.9	(7.0)	(1.8%)	1.2	0.3%	7.4	1.9%
Approved Positions	7.0	7.0		7.0	0.0	0.1%		7.0	0.0	0.1%		0.0%		

The ***New Affordable Housing Development Service*** facilitates the development of new affordable, supportive and transitional rental housing, as well as provides homeownership financial assistance, for lower-income residents. Further, the service helps to create jobs though construction, conversion and community revitalization. This service primarily:

- Delivers federal, provincial and City funding and incentives to create affordable housing as well as pursuing innovative strategies and providing advisory services; and
- Delivers the City's Home Ownership Assistance Program (HOAP) and the federal/provincial home ownership program.

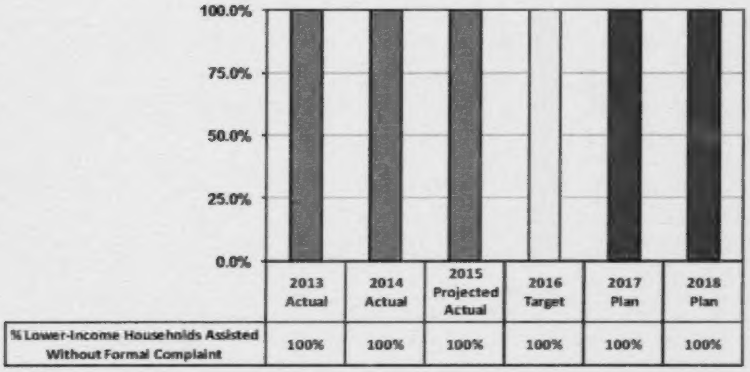
The New Affordable Housing Development service's 2016 Operating Budget of $1.069 million gross and $0.391 million net is $0.007 million or 1.8% under the 2015 Approved Net Budget.

The base budget pressures arising from hiring an additional lawyer and salary and benefit adjustments are allocated equally among all of the 3 services.

These base pressures have been offset by increased IAH funding and an additional reserve contribution, as well as line by line review savings, and are allocated equally among all of the 3 services.

Specific to this service only is an increase in interdepartmental recoveries of $0.003 million net due to salary and benefits adjustments.

Effectiveness Measure – Percentage of Lower-Income Households Assisted Without Formal Complaints



- Customer service excellence has resulted in the Housing Improvement Program's ability to provide service delivery, without formal complaints, to vulnerable low-income residents, primarily seniors and persons with disabilities.
- The AHO has achieved 100% satisfaction rating from clients and expects this trend to continue.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Housing Improvement Programs	879.7	945.6	(1.5)	944.1	64.5	7.3%		944.1	64.5	7.3%	1.6	0.2%	6.5	0.7%
Total Gross Exp.	879.7	945.6	(1.5)	944.1	64.5	7.3%		944.1	64.5	7.3%	1.6	0.2%	6.5	0.7%
REVENUE														
Housing Improvement Programs	481.1	481.1	68.0	549.1	68.0	14.1%		549.1	68.0	14.1%				
Total Revenues	481.1	481.1	68.0	549.1	68.0	14.1%		549.1	68.0	14.1%				
NET EXP.														
Housing Improvement Programs	398.5	464.5	(69.5)	395.0	(3.5)	(0.9%)		395.0	(3.5)	(0.9%)	1.6	0.4%	6.5	1.6%
Total Net Exp.	398.5	464.5	(69.5)	395.0	(3.5)	(0.9%)		395.0	(3.5)	(0.9%)	1.6	0.4%	6.5	1.6%
Approved Positions	6.0	6.0		6.0	0.0	0.3%		6.0	0.0	0.3%		0.0%		

The **Housing Improvement Programs Service** supports lower income residents, including seniors and persons with disabilities, to remain safely and affordably in their homes and communities by:

- Providing housing improvement loans and grants; and
- Facilitating essential housing health, safety and accessibility repairs and modifications though the Toronto Renovates program with federal/provincial funds.

The Housing Improvement Programs Service's 2016 Operating Budget of $0.944 million gross and $0.395 million net is $0.004 million or 0.9% under the 2015 Approved Net Budget.

Similar to the other two services, the base budget pressures are due to hiring an additional lawyer and salary and benefit adjustments which have been more than offset by increased IAH funding and an additional reserve contribution, as well as line by line review savings.

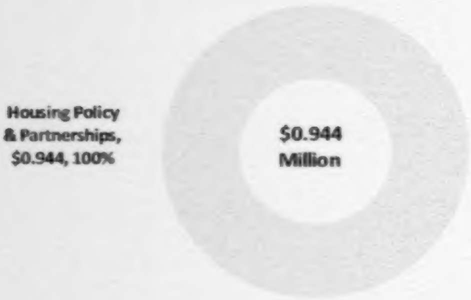
Housing Policy and Partnerships

Housing Policy & Partnerships

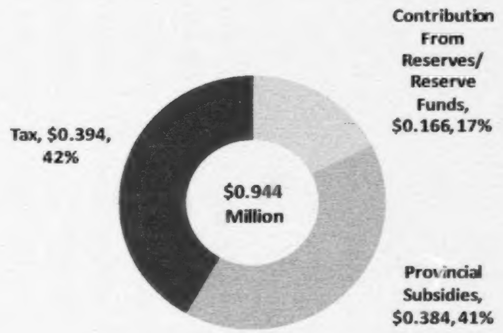
What We Do

- Develop, promote, lead and leverage innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors, e.g., Mayor's Open Door Program.
- Ensure effective and efficient use of city, provincial and federal affordable housing funding and incentives in line with city priorities and other legislative and policy frameworks including *Housing Opportunities Toronto - An Affordable Housing Action Plan 2010-2020.*
- Support the City Manager and Deputy City Managers in providing strategic intergovernmental relations and program advice on housing issues.
- Work with the AHO's Affordable Housing Development unit to deliver home ownership programs.

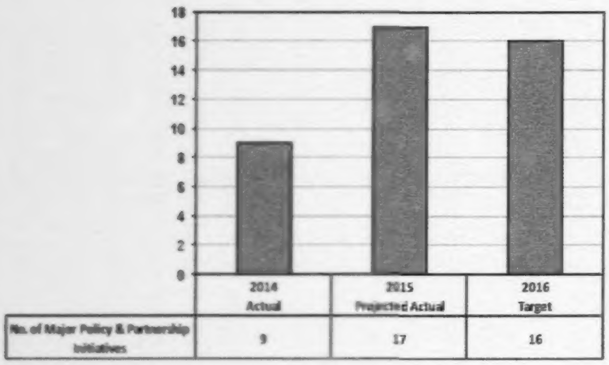
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Major Policy & Partnerships Initiatives



	2014 Actual	2015 Projected Actual	2016 Target
No. of Major Policy & Partnership Initiatives	9	17	16

- The AHO has increased the number of major policy and partnership initiatives being developed and implemented since 2014.
- Initiatives in 2015 include: Open Door Program, *Close the Housing Gap* campaign, Weston Community/Cultural Hub, GTA Housing Action Lab, 5-year review of *Housing Opportunities Toronto,* working with the Province to secure provincial land for affordable housing and the AMO Affordable Housing & Homelessness Task Force.
- In 2016, there will be one less initiative as the *Close the Housing Gap* campaign will end.

2016 Service Levels

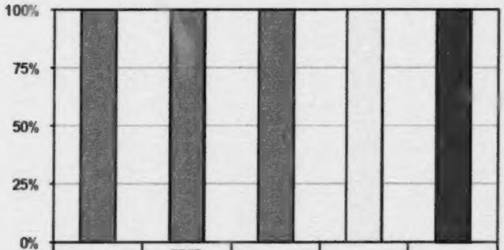
Housing Policy and Partnerships

		Approved Service Levels			
Activity Type	**Status**	**2013**	**2014**	**2015**	**2016**
Policies, Plans, Programs, Agreements, Partnerships, Funding & Special Council & Committee Directives	Approved	100% of the time authorized policies, plans, programs, agreements & special Council & Committee directives developed, implemented and maintained according to required parameters, high standards of best practices and where applicable achieving annual targets according to available funding. Note: This includes development of policies and implementation of Housing Opportunities Toronto (HOT), the Home Ownership Assistance Program and Toronto Renovates.	Financial stewardship: 100% of federal, provincial & city funding for new affordable homes and repairs to assist lower-income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Major Strategic Policy: 100% of innovative affordable housing strategies and solutions developed & implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT). Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program.	Financial stewardship: 100% of federal, provincial & city funding for new affordable homes and repairs to assist lower-income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Major Strategic Policy: 100% of innovative affordable housing strategies and solutions developed & implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT). Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program which has been renewed 2014-2020.	Financial stewardship: 100% of federal, provincial & city funding for new affordable homes and repairs to assist lower-income residents disbursed according to prescribed requirements, Council approvals, sound financial stewardship and service excellence. Major Strategic Policy: 100% of innovative affordable housing strategies and solutions developed & implemented according to prescribed requirements, City Council approvals and service excellence, supporting the implementation of Housing Opportunities Toronto (HOT). Federal/Provincial funding is provided through the Investment in Affordable Housing (IAH) Program and the **federal Homelessness Partnership Strategy (HPS).**
Partnerships / Relationships Developed / Maintained	Approved	100% of the time excellent partnerships/relationships maintained with the federal & provincial governments, affordable housing developers and private sector & community groups to assist in the implementation of HOT strategies & recommendations and Council & Committee directives, including funding decisions.			
Financial stewardship of program funding	Approved	100% of funded developments or programs to be reviewed as being cost-effective and financially sound according to program requirements with quarterly reporting on federal-provincial programs.			

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Service Performance

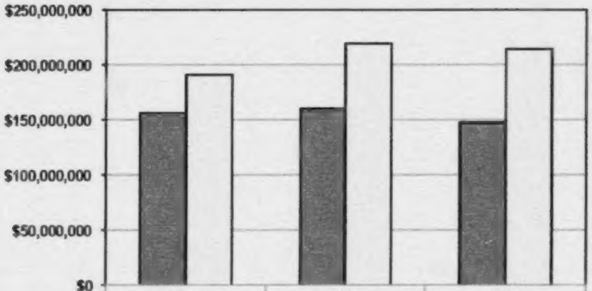
Effectiveness Measure – Percentage of Major Policy & Partnership Initiatives Administered By AHO Year over Year to Prescribed Requirements



	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% Major Policy Partnership Initiatives Administered by AHO Year over Year to Prescribed Requirements	100%	100%	100%	100%	100%

- The AHO has met the requirements every year for the policy and partnership initiatives administered and expects to continue so in the future.

Effectiveness Measure – Government Dollars Invested and Dollars Leveraged



	2014 Actual	2015 Projected Actual	2016 Target
▣ Government Dollars Invested	$156,900,080	$159,660,685	$147,403,150
☐ Dollars Leveraged	$190,980,000	$219,040,000	$214,247,000

- The new Open Door initiative launched in 2015 will contribute to the City's 10-year HOT targets, important given the limited federal-provincial funds.
- 2016 shows a decline in government investments compared to 2014 and 2015, but strong partnerships with the private and non-private sectors will help offset the decline. Anticipated federal/provincial infrastructure funding will increase future year investment targets.
- Contribution to local employment will remain steady at some 4,000 jobs.

Table 4

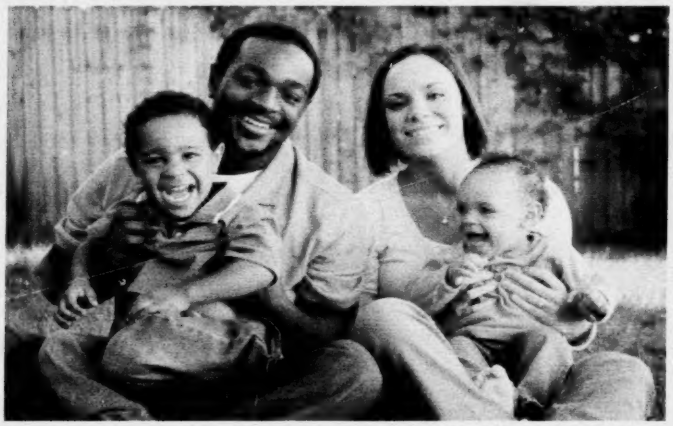
Service Budget by Activity

	2015	2016 Operating Budget										Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Housing Policy & Partnerships	879.7	945.4	(1.5)	943.9	64.2	7.3%		**943.9**	64.2	7.3%	1.6	0.2%	6.5	0.7%
Total Gross Exp.	879.7	945.4	(1.5)	943.9	64.2	7.3%		**943.9**	64.2	7.3%	1.6	0.2%	6.5	0.7%
REVENUE														
Housing Policy & Partnerships	482.2	482.2	68.0	550.2	68.0	14.1%		**550.2**	68.0	14.1%				
Total Revenues	482.2	482.2	68.0	550.2	68.0	14.1%		**550.2**	68.0	14.1%				
NET EXP.														
Housing Policy & Partnerships	397.6	463.2	(69.5)	393.8	(3.8)	(1.0%)		**393.8**	(3.8)	(1.0%)	1.6	0.4%	6.5	1.7%
Total Net Exp.	397.6	463.2	(69.5)	393.8	(3.8)	(1.0%)		**393.8**	(3.8)	(1.0%)	1.6	0.4%	6.5	1.6%
Approved Positions	6.0	6.0		6.0				**6.0**				0.0%		

The ***Housing Policy and Partnerships Service*** develops, promotes, leads and leverages innovative affordable housing solutions through policies, programs and partnerships with the private and community sectors while ensuring effective and efficient use of federal, provincial and City affordable housing funding and incentives. The service also supports the City Manager and Deputy City Manager with intergovernmental relations and advice on housing and homelessness issues and supports the AHO's other services.

The Housing Policy and Partnerships Service's 2016 Operating Budget of $0.944 million gross and $0.394 million net is $0.004 million or 1.0% under the 2015 Approved Net Budget.

Similar to the other two services, the base budget pressures are due to hiring an additional lawyer and salary and benefit adjustments which have been more than offset by increased IAH funding and an additional reserve contribution, as well as line by line review savings.



Children's Services

2016 OPERATING BUDGET OVERVIEW

Toronto Children's Services promotes access to high quality early learning, and provides child care and supports for families through a well-planned and managed system.

All families in Toronto benefit from a range of services that promote healthy child development and family well-being.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $470.461 million gross and $75.994 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Preliminary Budget	Change	
			$	%
Gross Expenditures	452,480.2	470,461.1	17,980.9	4.0%
Gross Revenues	375,718.2	394,466.7	(18,748.5)	(5.0%)
Net Expenditures	**76,762.0**	**75,994.4**	**(767.6)**	**(1.0%)**

For 2016, Children Services faced pressures from the reversal of a reserve contribution, historically used to offset base pressures, inflationary increases for purchased child care, as well as operational requirements to deliver an expanded system. The implementation of Council directed 5-year Child Care funding strategy added a further pressure of $0.900 million. Through service efficiencies and revenue changes, the Program was able to offset these pressures and achieve the 1% reduction target.

Fast Facts

- Children's Services operates 52 child care centres, and will open 2 new centres in the summer of 2016. These will add 90 new spaces.
- 4 district offices and 1 Application office to manage service delivery.
- Children's Services is the system manager responsible for early learning and child care delivery across the City that provides 65,864 spaces of which 25,241 are currently subsidized, (temporarily providing 26,059 in 2016).
- There are currently 12,000 children on the waitlist, for fee subsidy, down from 19,000 in 2013 as a result of increased Provincial funding.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Children Services of $470.461 million in gross expenditures provides funding for two services: Child Care Delivery and Child Care System Management.
- The Program has achieved the -1% reduction target through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going savings including line by line reductions ($0.446 million) and efficiency / productivity gains ($1.564 million);
  - ✓ Stable revenue adjustments related to parental contributions; Provincial subsidies and the transition of reserve funding to the property tax base over 5 years; and
  - ✓ Target achievement without impacting Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, Children's Services accomplished the following:

- ✓ Increased the number of licensed child care spaces in the Toronto system by 3,615, or 1% and fee subsidies by 184, or 1%
- ✓ Developed and received Council direction to implement the 2015-2019 Service Plan
- ✓ Developed the 5-Year Funding Strategy which stabilizes the child care system by reducing reliance on the annual reserve draw and provides funding for 5 new child care centres with 310 new spaces
- ✓ With the Province and other municipal service system managers to develop and implement new legislative and regulatory changes
- ✓ Implemented the new Provincial Wage Enhancement program
- ✓ Increased the availability of middle childhood programs by 1,500 spaces through partnership with Parks, Forestry and Recreation

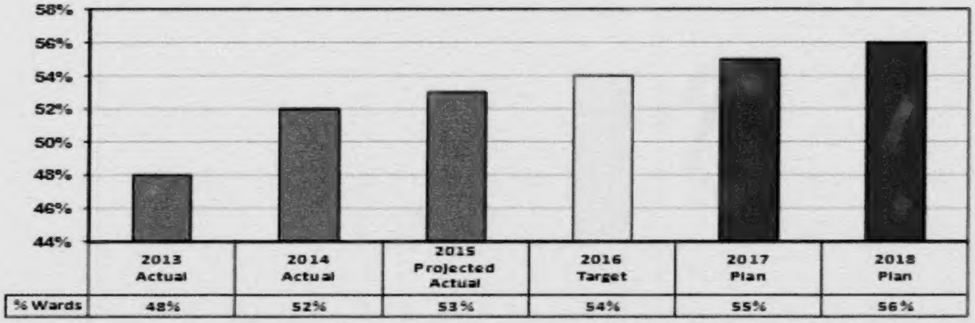
Our Service Deliverables for 2016

Children's Services is responsible for managing Toronto's Child Care system in accordance with the Council approved 2015-2019 Child Care Service Plan and Provincial guidelines.

The 2016 Operating Budget will fund the delivery of the following:

- Upwards of 26,059 child care subsidies;
- 669 contracted child care centres with contracts for fee subsidy;
- 10 home child care agencies with fee contracts for subsidy;
- 68 additional child care centres with contracts for wage subsidy and wage improvement;
- 913 centres with agreements for Provincial Wage Enhancement;
- 54 Toronto Early Learning and Child Care Services centres, and 1 home child care agency;
- 21 programs for children with special needs;
- 45 family support programs;
- 34 summer day programs; and
- 45 After School and Recreation Programs (ARC) in partnership with Parks Forestry & Recreation.

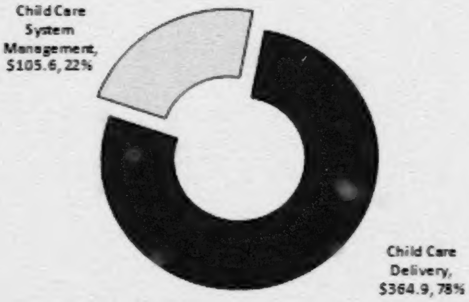
% of Wards



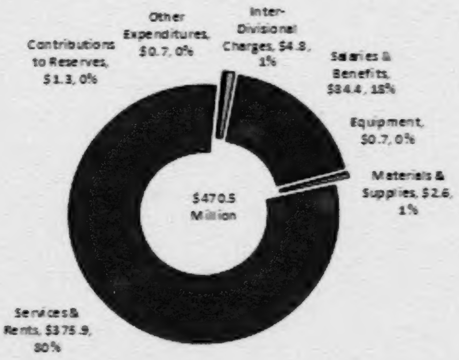
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

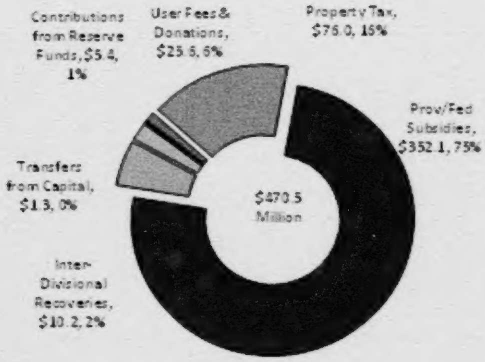


2016 Budget by Expenditure Category



Where the money comes from:

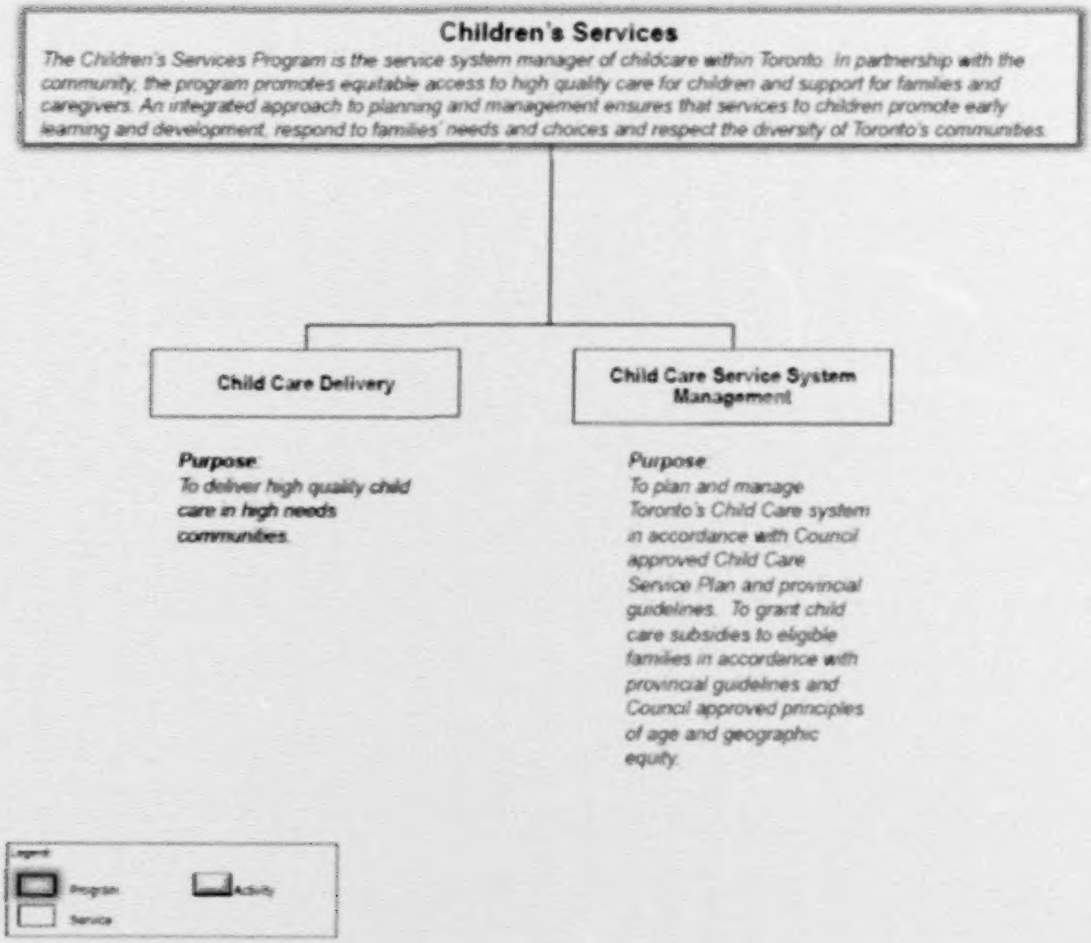
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Responding to significant demand for increased child care spaces** - The Program has implemented a number of structural and operational changes to help manage the demand for increased capacity:
  - ✓ Implementing year 1 of a 5-Year Funding Strategy that reduces reliance on the Child Care Expansion Reserve with an additional $0.900 million in City funding in 2016, increasing to $12.3 million by 2020, to extend the life of the Child Care Expansion Reserve Fund;
  - ✓ Transferring $21.0 million from the Child Care Expansion Reserve Fund to the Child Care Capital Reserve Fund to deliver up to 5 new child care centres in the future with 310 spaces by 2020;
  - ✓ Funding $0.683 million to add 12.5 caseworker positions to manage system expansion; and 2 district consultant positions to assist with community capacity building, system modernization and compliance;
  - ✓ Adding 125 new child care subsidies for $1.250 million; and
  - ✓ Adding 1 capital manager position funded from capital to help deliver the new child care centres.
- **Managing administration and system modifications due to the implementation of the new funding model and Provincial Wage Enhancement program in response to legislative changes**
  - ✓ Funding for 5 temporary positions for $0.498 million gross $0 net is included in 2016 to deliver the new Provincial Wage Enhancement program to support child care workers.
  - ✓ impacting Council approved Service Levels.

Program Map



Children's Services

The Children's Services Program is the service system manager of childcare within Toronto. In partnership with the community, the program promotes equitable access to high quality care for children and support for families and caregivers. An integrated approach to planning and management ensures that services to children promote early learning and development, respond to families' needs and choices and respect the diversity of Toronto's communities.

Child Care Delivery

Purpose:
To deliver high quality child care in high needs communities.

Child Care Service System Management

Purpose:
To plan and manage Toronto's Child Care system in accordance with Council approved Child Care Service Plan and provincial guidelines. To grant child care subsidies to eligible families in accordance with provincial guidelines and Council approved principles of age and geographic equity.

Service Customer

Child Care Delivery

- Parents / Guardians
- Children in Child Care
- Child Care Service Providers
- Families and Children

Child Care Service System Management

- Parents / Guardians
- Province of Ontario
- Child Care Service Providers
- Children in Child Care
- Families and Children

Table 1

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Child Care Delivery											
Gross Expenditures	360,927.8	352,543.2	363,630.6	1,250.0	364,880.6	3,952.8	1.1%	7,524.9	2.1%	6,478.8	1.7%
Revenue	296,444.2	289,689.6	297,164.1	1,250.0	298,414.1	1,969.9	0.7%	893.1	0.3%	4,500.0	1.5%
Net Expenditures	64,483.6	62,853.6	66,466.5		66,466.5	1,982.9	3.1%	6,631.8	10.0%	1,978.8	2.7%
Child Care System Management											
Gross Expenditures	91,552.4	89,798.8	105,580.5		105,580.5	14,028.1	15.3%	(74.9)	(0.1%)	121.2	0.1%
Revenue	79,274.0	75,855.6	96,052.6		96,052.6	16,778.6	21.2%				
Net Expenditures	12,278.4	13,943.2	9,527.9		9,527.9	(2,750.5)	(22.4%)	(74.9)	(0.8%)	121.2	1.3%
Total											
Gross Expenditures	452,480.2	442,342.0	469,211.1	1,250.0	470,461.1	17,980.9	4.0%	7,450.0	1.6%	6,600.0	1.4%
Revenue	375,718.2	365,545.2	393,216.7	1,250.0	394,466.7	18,748.5	5.0%	893.1	0.2%	4,500.0	1.1%
Total Net Expenditures	76,762.0	76,796.8	75,994.4		75,994.4	(767.6)	(1.0%)	6,556.9	8.6%	2,100.0	2.5%
Approved Positions	982.6	935.6	990.9		990.9	8.3	0.8%	(9.0)	(0.9%)		

The Children's Services 2016 Operating Budget is $470.461 million gross and $75.994 million net, representing a 1% decrease from the 2015 Approved Net Operating Budget and is in line with the -1% reduction target set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures of $1.242 million are primarily attributable to the increased cost of purchased child care in the *Child Care Delivery* service, adjustments for the cost of delivering the After School Recreation program, known salary and benefit adjustments, including additional case worker positions to help manage the pressures from delivering expanded services.

- These pressures were partially offset by savings in salaries and benefits through PEP savings of $1.675 million identified through moving to position-based budgeting with adjustments that aligned the budget with the actual PEP calculated salary and benefit costs.

- Revenue adjustments include a net reduction in the contribution from the Child Care Expansion Reserve Fund of $9.113 million from $12.720 million to $3.607 million, which is partially offset with an increase in parental contributions to the cost of child care.

- To help mitigate base pressures, the Program has achieved savings of $2.010 million from base reductions and efficiencies, including staffing realignment in the directly operated child care centres, and from renegotiating the food catering contract.

- The 2016 Operating Budget results in Children's Services increasing its total staff complement by 8.3 positions from 982.6 positions to 990.9 positions.

- An additional 125 child care subsidies are included in 2016 for $1.250 million, increasing the number of permanent child care subsidies to 25,241.

- The 2017 and 2018 Plan increases result from the implementation of the 5-Year Child Care Funding Strategy, which will add a pressure of $2.0 million in 2017 and $2.5 million in 2018. Other increases include known salary and benefit adjustments, and inflationary increases for the cost of purchased child care.

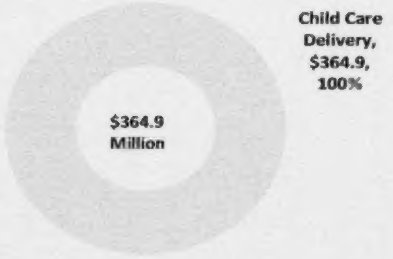
Child Care Delivery

Child Care Delivery

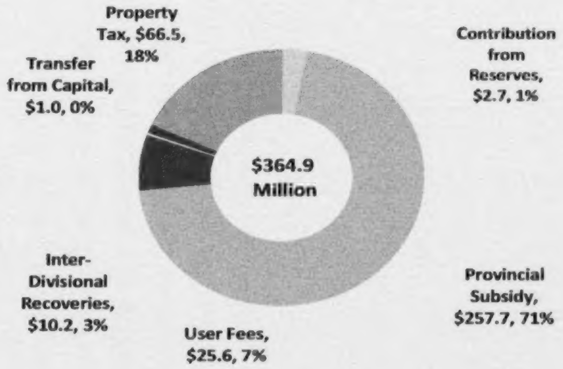
What We Do

- Provide at least 26,059 fee subsidies to help eligible families with the high cost of early learning and care.
- Deliver child care directly through the Toronto Early Learning and Child Care Services that provides enriched early learning and care service to families primarily in high-need and under-served neighborhoods with a focus on skill development and school readiness.
- Deliver in partnership with PF&R After School Recreation programs (ARC).
- Provide Family Well-Being Support services, which include service and supports to improve positive outcomes for families and children.

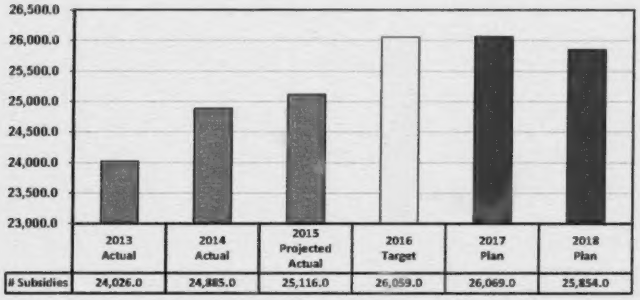
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Early Learning and Child Care Subsidies



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# Subsidies	24,026.0	24,885.0	25,116.0	26,059.0	26,069.0	25,854.0

- Children's Services will deliver 26,059 child care subsidies in 2016 which are allocated across City wards based on the proportion of children in the ward who are living below the property line, reflecting a temporary increase of 818 subsidies from 2015. (Please refer to the Issues section, pg 24.)
- As a result of system expansion, the number of children served in the various programs and services delivered has increased from 58,164 in 2013 to 63,154 or 8.5%.

2016 Service Levels

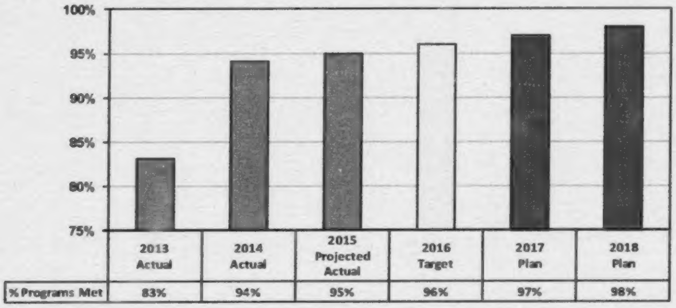
Child Care Delivery

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Early Learning and Care Information		Approved	annual			
Enriched Early Learning and Care	School aged Children - % occupancy of school aged children placed through Toronto Early Learning and Child Care Services	Approved	94% of the 98% occupancy target achieved			
	Kindergarten aged Children - % occupancy of Kindergarten aged children placed through Toronto Early Learning and Child Care Services	Approved	98% of the 98% occupancy target achieved			
	Pre-School Children - % occupancy of Pre-school Children placed through Toronto Early Learning and Child Care Services	Approved	98% of the 98% occupancy target achieved			
	Toddlers - % occupancy of Toddlers placed through Toronto Early Learning and Child Care Services	Approved	98% of the 98% occupancy target achieved	96% of the 98% occupancy target achieved		
	Infants - % occupancy of Infants placed through Toronto Early Learning and Child Care Services	Approved	100% of the 98% occupancy target achieved			
Family Financial Support	Wage Subsidy	Approved	annual			
	Special Needs Subsidy	Approved	annual			
	Child Care Fee Subsidy	Approved	annual			
	Family Resource Centre Subsidy	Approved	annual			
	City Funded Grants	Approved	annual			
Family Well-Being Support Care		Approved	annual			

The 2016 Service Levels are consistent with the approved 2015 Service Levels for Child Care Delivery.

Service Performance

Percentage of Programs Meeting Operating Criteria



- All child care centres with a service contract for fee subsidy are assessed for quality standards. This assessment rates a centre's activities, learning, health & safety, adult/child interactions and nutrition by comparing them to the standards laid out in the Assessment for Quality indicators, a tool used to evaluate the City's expectations of quality for child care programs.
- The number of centres meeting operating criteria has increased from 83% in 2013, with projections of 95% in 2015. Centres are projected to be at 97% by 2017.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Child Care Delivery	360,927.8	364,713.6	(1,083.0)	363,630.6	2,702.8	0.7%	1,250.0	**364,880.6**	3,952.8	1.1%	7,524.9	2.1%	6,478.8	1.7%
Total Gross Exp.	360,927.8	364,713.6	(1,083.0)	363,630.6	2,702.8	0.7%	1,250.0	**364,880.6**	3,952.8	1.1%	7,524.9	2.1%	6,478.8	1.7%
REVENUE														
Child Care Delivery	296,444.2	297,164.1		297,164.1	719.9	0.2%	1,250.0	**298,414.1**	1,969.9	0.7%	893.1	0.3%	4,500.0	1.5%
Total Revenues	296,444.2	297,164.1		297,164.1	719.9	0.2%	1,250.0	**298,414.1**	1,969.9	0.7%	893.1	0.3%	4,500.0	1.5%
NET EXP.														
Child Care Delivery	64,483.6	67,549.5	(1,083.0)	66,466.5	1,982.9	3.1%		**66,466.5**	1,982.9	3.1%	6,631.8	10.0%	1,978.8	2.7%
Total Net Exp.	64,483.6	67,549.5	(1,083.0)	66,466.5	1,982.9	3.1%		**66,466.5**	1,982.9	3.1%	6,631.8	10.0%	1,978.8	2.6%
Approved Positions	942.1	957.1	(8.2)	948.9	6.8	0.7%		**948.9**	6.8	0.7%	(7.2)	-0.8%		

The ***Child Care Delivery*** service provides up to 26,059 fee subsidies (25,241 permanent) through the use of contracted child care service delivery and through 54 the Toronto Early Learning Child Care (TELCC) centres that help eligible families meet the cost of early learning and care.

The Child Care Delivery's 2016 Operating Budget of $364.881 million gross and $66.466 million net is $1.983 million or 3.1% over the 2015 Approved Net Budget.

- In addition to the base budget pressures and revenues changes common across both services, the pressures in the *Child Care Delivery* service includes the inflationary cost of purchased child care, adjustments for the cost of delivering the After School Recreation program, and $0.683 million for 15.5 additional positions (12.5 case workers; 2 divisional consultants, and 1 temporary capital manager position) to help manage the pressures of delivering expanded services.
- Significant revenue adjustments for *Child Care Delivery* include a net reduction in the contribution for the Child Care Expansion Reserve Fund of $9.379 million ($11.736 in 2015), which is partially offset by an increase in the family contribution to the cost of service.
- To help mitigate the above pressures, $1.083 million in base reductions and efficiencies has been achieved, primarily through staffing realignment (reduction of 8.3 vacant positions to better match the service requirements in the directly operated child care centres), an increase in gapping, and savings through a new catering contract that supplies meals to the Toronto Early Learning Child Care centres.
- An additional 125 child care subsidies have been added in 2016 through one-time funding from the Child Care Expansion Reserve Fund. An additional 75 subsidies are included in the 2017 Plan, with the cost of providing the additional 200 subsidies (125 from 2016 and 75 in 2017) included as a pressure on the tax base in 2017.
- The 2017 and 2018 Plan increases are attributable to known adjustments for progression, step and fringe benefits; the annualization of the opening for the Humberlea (Weston Road) Early Learning and Child Care Centre; the anticipated inflationary cost increase for the cost of purchased child care, costs which are partially offset by the increase in Provincial subsidy and the contribution from the Child Care Expansion Reserve.

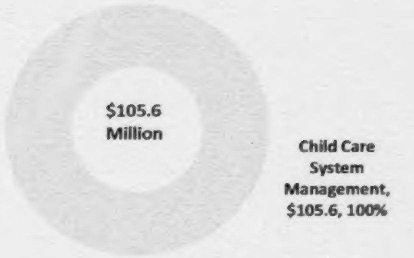
Child Care System Management

Child Care System Management

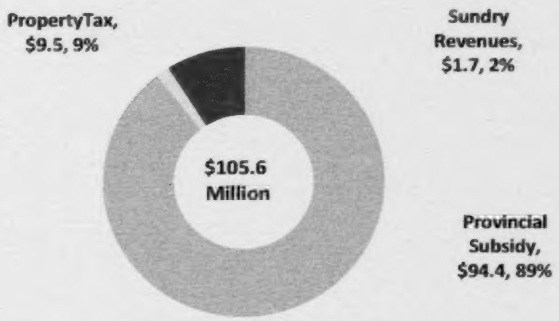
What We Do

- Plan and manage Toronto's Child Care system in accordance with the Council approved Child Care Service Plan and Provincial guidelines.
- As Consolidated Municipal Service Manager (CMSM) for the City of Toronto, plan and implement policies and programs within the Provincial legislative framework that are designed to meet specific local requirements. In this capacity, the City develops and implements planning processes and programs to address service gaps and ensure that local goals are met.
- Through the administration of the new Wage Enhancement program, other wage support programs, and Occupancy grants, providers are assisted in the provision of affordable child care services; as well the Program partners with stakeholders, including community agencies, other levels of government, school boards and families to better meet the needs of Toronto's children and families.

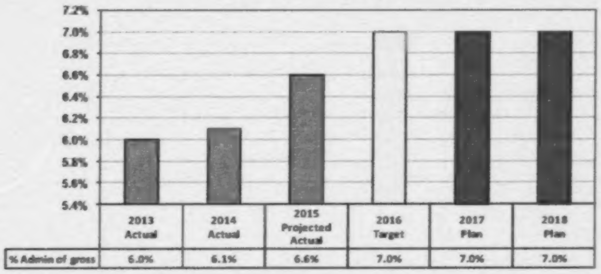
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Efficiency: Administration as a Percentage of Total Gross Expenditures



- Historically, the cost of program delivery is between 5% and 6% of the Program's gross expenditures. For 2015 and 2016 through 2017, administrative costs are projected to temporarily increase slightly to 7%, reflecting the impact of managing the expanded child care system, additional Provincial reporting requirements and the new funding model.
- Administrative cost ratios have historically been kept significantly below the Provincial guideline of 10%.

2016 Service Levels

Child Care System Management

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Intergrated Service System Planning	Service Plan	Approved		100%		
	Service Plan - Curriculum Development	Approved		100%		
	Service Plan - Policy Development	Approved		100%		
	Children's Report Card - # children's report cards updated	Approved		Quarterly		
Early Learning and Care Quality		Approved		annual		
Early Learning and Care Capacity		Approved		annual		
Research and Innovation		Approved		annual		
Service Providers Financial Support - # of Service Providers with Financial Support		Approved		Quarterly		

The 2016 Service Levels are consistent with the approved 2015 Service Levels for Child Care System Management.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Child Care System Management	91,552.4	106,507.3	(926.8)	105,580.5	14,028.1	15.3%		**105,580.5**	14,028.1	15.3%	(74.9)	0.1%	121.2	0.1%
Total Gross Exp.	91,552.4	106,507.3	(926.8)	105,580.5	14,028.1	15.3%		**105,580.5**	14,028.1	15.3%	(74.9)	-0.1%	121.2	0.1%
REVENUE														
Child Care System Management	79,274.0	96,052.6		96,052.6	16,778.6	21.2%		**96,052.6**	16,778.6	21.2%				
Total Revenues	79,274.0	96,052.6		96,052.6	16,778.6	21.2%		**96,052.6**	16,778.6	21.2%				
NET EXP.														
Child Care System Management	12,278.4	10,454.7	(926.8)	9,527.9	(2,750.5)	(22.4%)		**9,527.9**	(2,750.5)	(22.4%)	(74.9)	-0.8%	121.2	1.3%
Total Net Exp.	12,278.4	10,454.7	(926.8)	9,527.9	(2,750.5)	(22.4%)		**9,527.9**	(2,750.5)	(22.4%)	(74.9)	0.8%	121.2	1.3%
Approved Positions	40.5	45.8	(3.8)	42.0	1.5	3.7%		**42.0**	1.5	3.7%	(1.8)	-4.3%		

The ***Child Care Service System Management*** service plans and manages Toronto's child care system in accordance with the Council approved Service Plan and Provincial guidelines.

The *Child Care System Management* Service's 2016 Operating Budget of $105.581 million gross and $9.528 million net is $2.751 million or 22.4% under the 2015 Approved Net Budget.

- Base reductions in the *Child Care System Management* service include $1.992 million in salary and benefits savings resulting from moving to position-based budgeting, with an adjustment that aligns the Program's salary and benefits budget to projections calculated by PEP.

- Other base changes include the realignment of budgets between services, including salaries and benefits of $0.430 million and the cost of ARC programming to better align the Program's budgets with the cost of service.
- Savings of $0.927 million have been achieved through a line-by- line review that resulted in savings in contracted services, and efficiencies achieved through staffing realignment (reduction of 3.7 vacant positions to better match the needs in program administration.
- An additional $20.528 million gross $0 net has been included to support the on-going Provincial Wage Enhancement program.

Children's Services

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Children's Services provides high-quality licensed child care services across the City through 52 Early Learning and Child Care Centres (TELCC), with 24 in City owned facilities valued at $53.080 million, and through 1 home care agency.

The primary focus of the 2016-2025 Capital Budget and Plan is to dedicate significant funding to add child care centres to support growth in licensed child care spaces in under-served communities while maintaining City owned facilities in a state of good repair.

The 2016-2025 Capital Budget and Plan provides $42.907 million in funding for Service Improvement projects, including 8 new child care centres with 457 new spaces, IT system upgrades that will result in operational efficiencies and improve customer service; as well as annual state of good repair funding required to maintain the existing centres in a SOGR for the delivery of child care services.

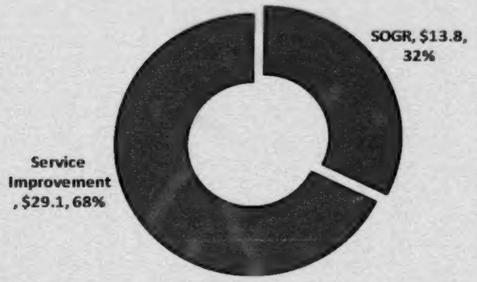
2016 Capital Budget Highlights

The 2016 Capital Budget for Children's Services of $4.807 million, excluding carry forward funding, will:

- ✓ Deliver capital upgrades in the municipally owned child care centres located in City-owned facilities.
- ✓ Begin the planning and design phase of the Bridletown Community and Child Care Centre ($0.500 million, 62 spaces); and the Advent Child Care Centre ($0.500 million, 49 spaces);
- ✓ Complete project planning and design for Block 31 Child Care Centre ($0.130 million, 52 spaces);
- ✓ Continue the development and construction of the Avondale Child Care Centre ($2.035 million, 72 spaces); and
- ✓ Continue the development of the Customer Service Improvement project ($0.100 million) to enhance online service for families and child care operators.

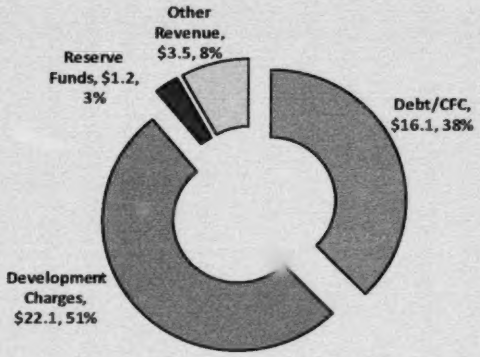
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$42.907Million

2016-2025 Capital Budget and Plan by Funding Source



$42.907 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totals $42.907 million and provides funding for projects in the following areas:

- Service Improvement projects that include the construction of 8 new child care centres in underserved neighborhoods with 457 new spaces; and the development of the Customer Service Improvements project, a technology project that will deliver operating efficiencies and customer service improvements.
- State of Good Repair funding in directly operated Toronto Early Learning Child Care Centres (TELCC).

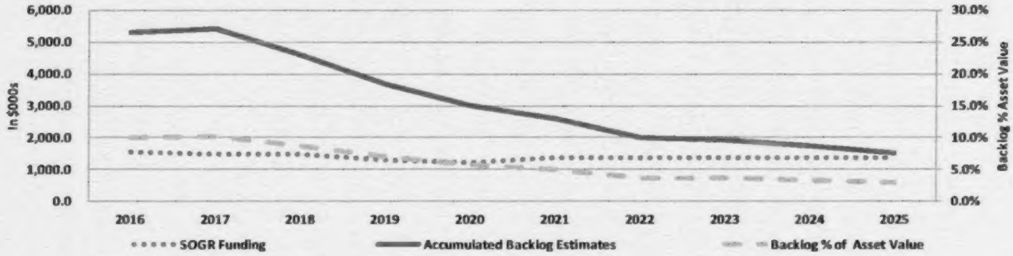
Where does the money come from?

The 10-Year Capital Plan is funded by 4 sources.

- New debt funding of $16.148 million comprises 37.6% of the Program's funding which meets the debt target guidelines over the 10-Year planning period;
- Development Charge funding of $22.063 million or 51.4% based on the portion of projects that are eligible for growth related funding;
- Other Revenues, (Section 37 reserves) provide funding of $3.547 million and account for 8.1% of the funding requirements ; and
- Child Care Capital Reserve Fund will provide $1.239 million, or 2.9% of the required cash flow.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $13.830 million for State of Good Repair, which will reduce the backlog of $5.328 million or 10% of the asset replacement value in 2016 to 2.8% in 2025.

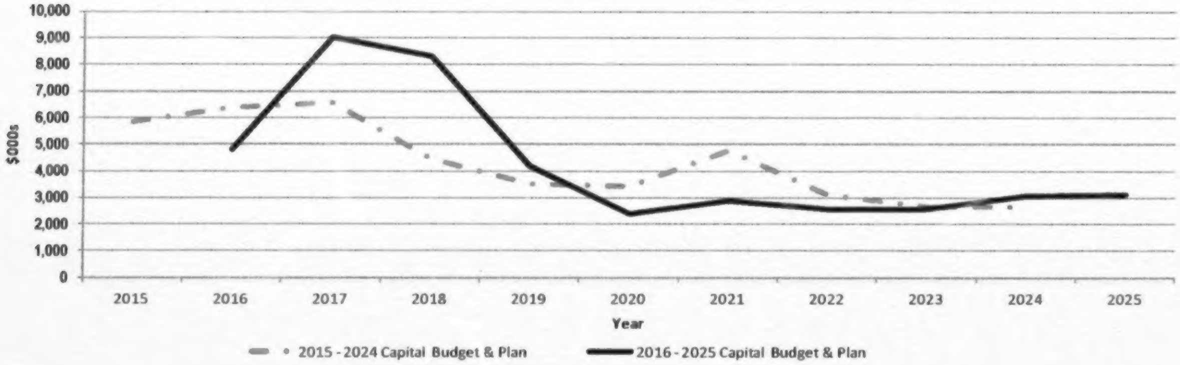


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 – 2025 Capital Plan is $0.447 million lower than the 2015 - 2024 Approved Capital Plan.

The table and chart below provides a breakdown of the $0.447 million or 1.0 % decrease in the Capital Program on an annual basis from 2015 to 2025, primarily based on the changes in cash flows for construction of the new child care centres and the timing of the Customer Service Improvements project.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	5,862	6,403	6,555	4,443	3,515	3,396	4,767	3,097	2,658	2,658		**43,354**
2016 - 2025 Capital Budget & Plan		4,807	9,051	8,326	4,182	2,406	2,867	2,587	2,547	3,037	3,097	**42,907**
Change %		(24.9%)	38.1%	87.4%	19.0%	(29.2%)	(39.9%)	(16.5%)	(4.2%)	14.3%		**(1.0%)**
Change $		(1,596)	2,496	3,883	667	(990)	(1,900)	(510)	(111)	379		**(447)**

As indicated in the chart above, the $0.447 million decrease in the Capital Program reflects the changes made to cash flow funding estimates to better reflect updated project schedule timelines and historical spending patterns.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $2.318 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Children's Services capital projects based on the following factors:

- A requirement to move the delivery of Child Care Centre 9 to future years based on the need to identify the location of the new centre in the community;
- Additional funding of $0.020 million required for the planning and design of the Block 31 Child Care Centre, a joint project with Parks, Forestry, and Recreation (PFR) and the Toronto District and Toronto Catholic School Boards, located in the former Railway Lands; and
- Addition funding of $2.710 million for a new child care centre in Ward 10 in partnership with the Advent Health Care Corporation, located in the former Branson Hospital, which is ready to proceed and the necessary funding is available.

The following table details the capital projects, by category, included within the 2016 – 2025 Capital Budget and Plan for Transportation Services:

Table 1
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
TELCCS State of Good Repair	N/A	1,542	1,469	1,473	1,285	1,226	1,367	1,367	1,367	1,367	1,367	**13,830**	13,830
Sub-Total		**1,542**	**1,469**	**1,473**	**1,285**	**1,226**	**1,367**	**1,367**	**1,367**	**1,367**	**1,367**	**13,830**	**13,830**
Service Improvements													
St John The Evangelist Catholic School	1,610		750	969	571							**2,290**	3,900
Bridletown Community Centre (6)		500	1,500	1,220	680							**3,900**	3,900
David and Mary Thompson (7)			500	1,500	1,220	680						**3,900**	3,900
New Child Care Centre No. 8						500	1,500	1,220	680			**3,900**	3,900
New Child Care Centre No. 9									500	1,670	1,730	**3,900**	3,900
Avondale Public School	500	2,035	1,365									**3,400**	3,900
Block 31	51	130	757	2,264	426							**3,577**	3,628
Advent Child Care Centre		500	1,710	500								**2,710**	2,710
Customer Service Improvements	1,675	100	1,000	400								**1,500**	3,175
Sub-Total	**3,836**	**3,265**	**7,582**	**6,853**	**2,897**	**1,180**	**1,500**	**1,220**	**1,180**	**1,670**	**1,730**	**29,077**	**32,913**
Total Expenditures by Category (excluding carry forward)	**3,836**	**4,807**	**9,051**	**8,326**	**4,182**	**2,406**	**2,867**	**2,587**	**2,547**	**3,037**	**3,097**	**42,907**	**46,743**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

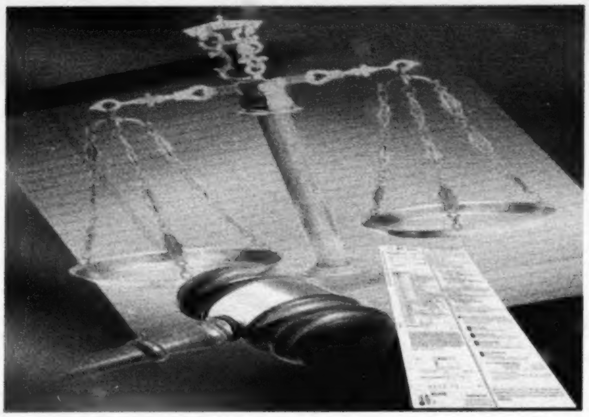
	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Customer Service Improvements					51.0	1.0	52.0				103.0	1.0	103.0	1.0
Total (Net)		-			**51.0**	**1.0**	**52.0**				**103.0**	**1.0**	**103.0**	**1.0**

The 10-Year Capital Plan will increase the 2016 Operating Budget and future year Operating Budgets by a total $0.103 million net over the 2016 – 2025 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- *Customer Service Improvements* – Upon completion of the technology upgrades from this IT project, the future year Operating Budget will increase by a total of $0.103 million gross and net in 2018 and 2019, with the salary and benefits required for 1 position to sustain the new *Customer Service Improvements* project.

As the project is still under way, the operating impact does not include benefits or savings that may be realized upon project completion. The future operating impacts will be reviewed each year as part of the City's annual Operating Budget process.



Court Services

2016 OPERATING BUDGET OVERVIEW

Court Services provides administrative and courtroom support to the public and a range of stakeholders that use the Provincial Offences Court and to those using the Toronto Licensing Tribunal.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $50.079 million gross and $8.651 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change	
			$	%
Gross Expenditures	49,531.1	50,079.1	548.0	1.1%
Gross Revenues	54,583.7	41,427.9	(13,155.8)	(24.1%)
Net Expenditures	**(5,052.6)**	**8,651.2**	**(13,703.8)**	**271.2%**

Court Services faced pressures arising from the increased cost of Justice of the Peace services and enforcement, as well as the need to adjust the Fine Revenue budget to reflect actual volume of charges. While these pressures have been somewhat offset by base expenditure reductions and service efficiencies, the Program is not able to fully recover its fine and other revenues.

Fast Facts

- Court Services provide services through a network of 30 courtrooms and 10 intake rooms in 4 locations across the City.
- Provincial offences include a range of offences under Provincial legislation including a large number of traffic offences and City of Toronto bylaws.
- 375,000 charges are processed annually requiring the scheduling of over 400,000 trials, including 250,000 parking ticket disputes heard in trial courts.
- Unpaid court ordered fines are collected using prescribed sanctions including driver license suspension, use of collection agencies, attachment of default fines to property tax roll, denial of license plate renewal and civil court processes.

2016 Operating Budget Highlights

- The 2016 Operating Budget of $50.079 million provides funding for three services, Provincial Offences and Licensing Tribunal Dispute Resolution, Default Fine Collection, and Court Case Management
- In the absen0ce of the Provincially announced increase in recoverable costs to begin in 2016, for Justice of the Peace and monitoring services, the 2016 Operating budget meets the 2% efficiency and 1% reduction targets on gross expenditures achieved by taking the following measures:
  - ✓ Program revenues have been reduced by $15.0 million to reflect the reversal of one-time $12.0 Bill 31 revenue; a further $3.0 million reduction to reflect 84,200 or 18% lower charge volumes from 2015 levels, partially offset by a higher fee to be assessed for fines paid late of $1.0 million for POA violations.
  - ✓ The operating expenditures have been reduced through base budget reductions and service efficiency savings.

2015 Key Service Accomplishments

In 2015, Court Services accomplished the following:

- ✓ Collection methods involving City Legal and Court Services continue to yield positive results. Defaulted fines are being attached against property owned by a person in default as part of the Good Government Act amendment.
- ✓ Court offices served 30,000 individuals at public counters and in trial courts each month, the Programs' public enquiry line answers over 10,000 phone calls and 1,700 email enquiries per month.
- ✓ A self-serve filing option provides customers wishing to meet with a prosecutor prior to a court date to make this appointment request on-line.
- ✓ The Court Case Web Look-Up application implemented in December 2013 continues to receive about 1,100 online-weekly visits, helping individuals and their legal representatives obtain non-personal information about their court case without contacting staff and at times convenient to them.
- ✓ The Court Services web site provides real-time public counter average waiting times (in minutes) to assist customers in planning their time.
- ✓ The successful implementation of the early resolution program and reduction in the number of trials going to court has decreased costs for police officers to attend court trials.
  - ✓ Bill 31 Road Safety Legislation received Royal Assent in June, 2015, which will increase collection of fines using new sanctions as the changes allow for additional types of driver related offences with unpaid fines to be subject to license plate denial sanction.
  - ✓ Staff have worked with provincial colleagues on a review of provincially regulated court costs with a view to offsetting increased court resource expenses with the first change being the new Regulation increasing the fee for paying a fine late from $20 To $40 effective January 1, 2016

Our Service Deliverables for 2016

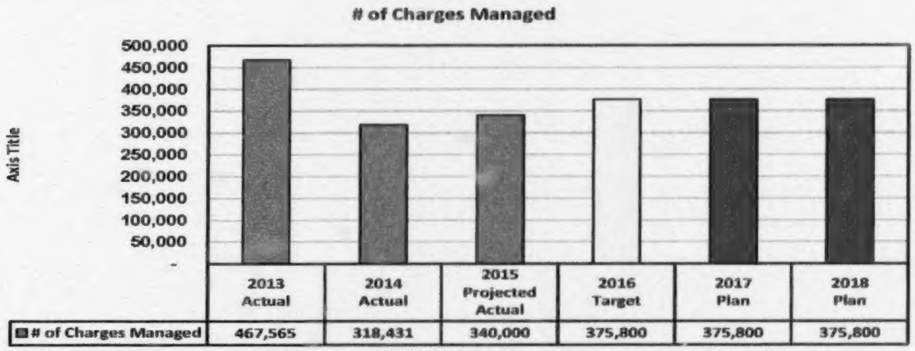
Court Services provides administrative and courtroom support to the Ontario Court of Justice related to Provincial Offences Act (POA) charges filed in Toronto, performing legislated responsibilities as outlined in the Transfer Agreement signed by the City and Attorney General of Ontario.

The 2016 Operating Budget will:

- Provide Court Services with the ability to work towards addressing trial delays and reduce wait times from 12 months to the Provincial average of 6 months by fully utilizing all 30 courtrooms and 10 intake rooms;
- Support the Toronto Licensing Tribunal, resulting in over 200 hearing applications filed each year;
- Support the City Solicitor's staff efforts in the recovery of unpaid fines;
- Manage court cases to their conclusion and process an estimated 375,800 charges expected to be filed in 2016 in accordance with Provincial legislation;
- Serve approximately 30,000 individuals at public counters and in trial courts and respond to over 10,000 phone calls and 1,700 email enquiries per month; and
- Continue to process an estimated 240,000 payments from fines within 24 hours of receipt.

Trends

- The charge volume for provincial offences has dropped from 467,565 in 2013 to 340,000 in 2015, a decline of 27%. The 2016 budgeted volume is 375,800, reflecting a 20% decline from 2013, with the most significant reduction in Toronto Police Services (TPS) volumes.
-
- Charges are projected to stabilize at 375,800 in future years, based on the most recent data received from Toronto Police Services.

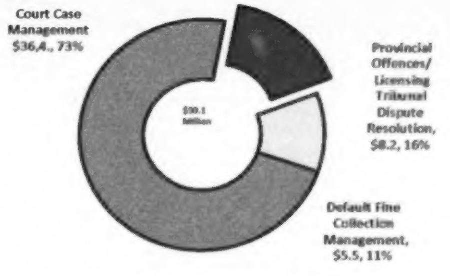


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
■ # of Charges Managed	467,565	318,431	340,000	375,800	375,800	375,800

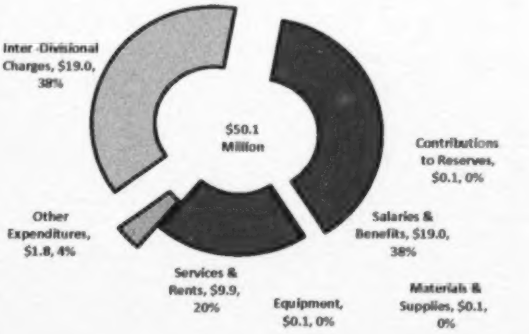
2016 Operating Budget Expenses & Funding

Where the money goes:

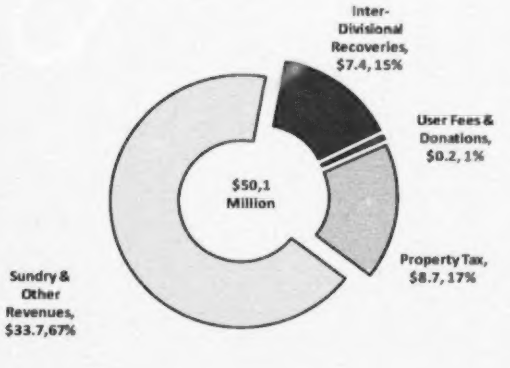
2016 Budget by Expenditure Category



Where the money comes from:



2016 Budget by Funding Source

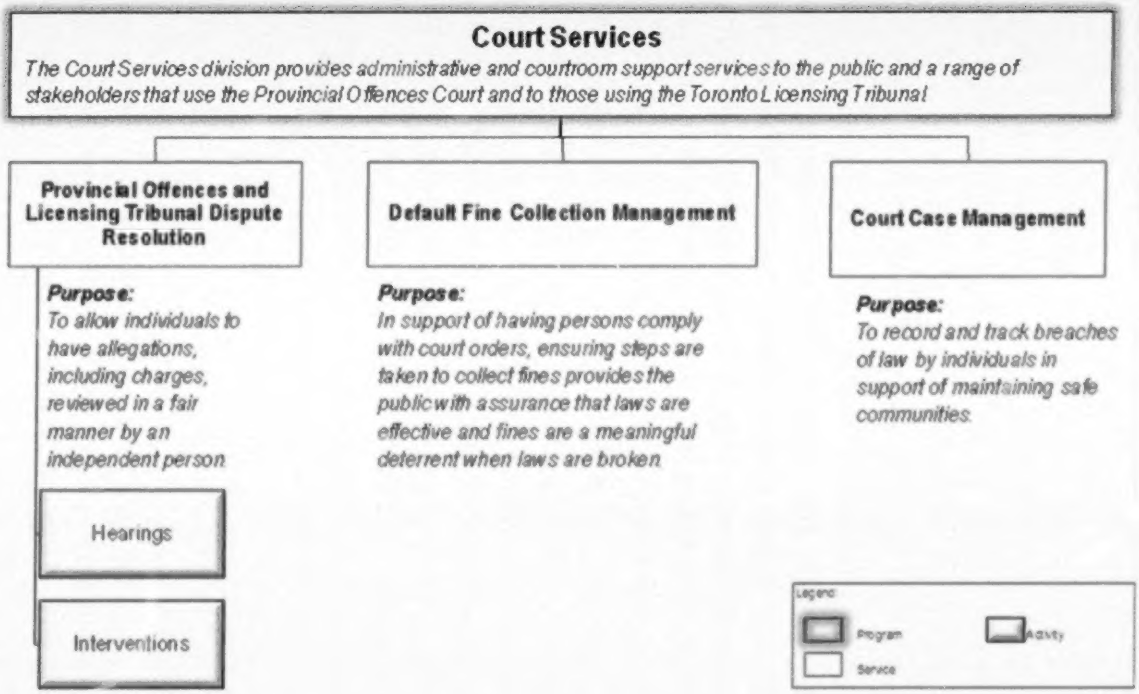


Our Key Issues & Priority Actions

Impact of Reduced Fine Revenues on 2016 Operating Budget – Fine revenues continue to decline primarily as a result of the reduction in the volume of charges issued by Toronto Police Services and other enforcement agencies.

- ✓ The 2016 Operating Budget has been adjusted to include a reduction of $3.0 million in Fine Revenue to reflect actual experience; and includes the following budget reductions to mitigate the impact of lower charge volumes:
    - ➢ Efficiency savings of $0.740 million to align the complement with service requirements; and
    - ➢ Reduction in the Toronto Police Service over time budget for court attendance by $0.440 million.

Program Map



Court Services

The Court Services division provides administrative and courtroom support services to the public and a range of stakeholders that use the Provincial Offences Court and to those using the Toronto Licensing Tribunal

Provincial Offences and Licensing Tribunal Dispute Resolution

Purpose:
To allow individuals to have allegations, including charges, reviewed in a fair manner by an independent person

Hearings

Interventions

Default Fine Collection Management

Purpose:
In support of having persons comply with court orders, ensuring steps are taken to collect fines provides the public with assurance that laws are effective and fines are a meaningful deterrent when laws are broken

Court Case Management

Purpose:
To record and track breaches of law by individuals in support of maintaining safe communities.

Service Customer

Provincial Offences and Licensing Tribunal Dispute Resolution

- Persons alleged to have behaved in a manner that are in conflict with the law (Defendant)
- Prosecutors
- Paralegal representatives
- Witnesses
- Enforcement officers
- Judicial officers
- Interpreters

Default Fine Collection Management

- Persons who are required to pay a court imposed fine
- The City- who must offset program costs from fine revenue collected
- The public who benefit from the anticipated change in behaviour by those who have had to pay fines.

Court Case Management

Persons alleged to have behaved in a manner that are in conflict with the law (Defendant)

- Prosecutors
- Paralegal Representatives
- Witnesses
- Enforcement officers
- Judicial officers
- Interpreters

Table 1

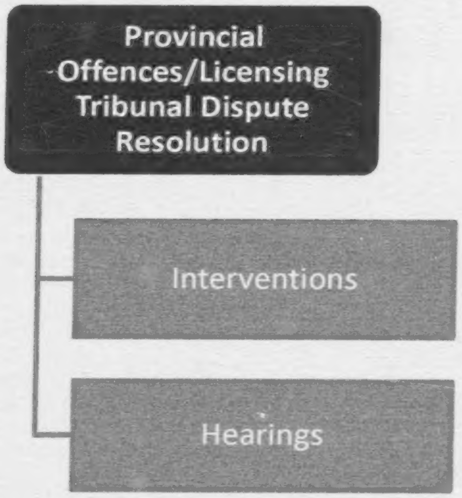
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Provincial Offences/ Licensing Tribunal Dispute Resolution											
Gross Expenditures	8,492.4	7,839.2	8,205.1		8,205.1	(287.3)	(3.4%)	19.4	0.2%	65.2	0.8%
Revenue	1,109.8	1,051.9	1,169.3		1,169.3	59.5	5.4%	22.1	1.9%	22.1	1.9%
Net Expenditures	7,382.6	6,787.3	7,035.8		7,035.8	(346.8)	(4.7%)	(2.7)	(0.0%)	43.1	0.6%
Default Fine Collection Management											
Gross Expenditures	5,485.2	5,063.2	5,519.5		5,519.5	34.3	0.6%	8.6	0.2%	21.2	0.4%
Revenue	790.4	788.3	868.8		868.8	78.4	9.9%	31.6	3.6%	31.6	3.5%
Net Expenditures	4,694.8	4,274.9	4,650.6		4,650.6	(44.1)	(0.9%)	(23.0)	(0.5%)	(10.4)	(0.2%)
Court Case Management											
Gross Expenditures	35,553.5	32,818.5	36,354.5		36,354.5	801.0	2.3%	45.6	0.1%	131.4	0.4%
Revenue	52,683.5	47,331.7	39,389.8		39,389.8	(13,293.7)	(25.2%)	262.3	0.7%	262.3	0.7%
Net Expenditures	(17,130.0)	(14,513.2)	(3,035.3)		(3,035.3)	14,094.7	(82.3%)	(216.7)	7.1%	(130.9)	4.0%
Total											
Gross Expenditures	49,531.1	45,720.9	50,079.1		50,079.1	548.0	1.1%	73.6	0.1%	217.8	0.4%
Revenue	54,583.7	49,171.9	41,427.9		41,427.9	(13,155.8)	(24.1%)	316.0	0.8%	316.0	0.8%
Total Net Expenditures	(5,052.6)	(3,451.0)	8,651.2		8,651.2	13,703.8	(271.2%)	(242.4)	(2.8%)	(98.2)	(1.2%)
Approved Positions	282.0	282.0	282.0		282.0			(35.0)	(12.4%)		

The Court Services' 2016 Operating Budget is $50.079 million gross and $8.651 million net, representing a 271% increase over the 2015 Approved Net Operating Budget and includes reductions in order to achieve the -1% reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures totaling $14.571 million are mainly attributable to the reversal of one-time 2015 Bill 31 revenue ($12.0 million); and the reduction in fine revenue to reflect the trend of fewer charges filed by the Toronto Police Services (TPS) ($3.0 million) for moving traffic violations.
- Other base pressures include an increase from the Province in the cost of providing Justice of the Peace (JP) services and enforcement, known salaries and benefits adjustments, and the increase in courtroom security costs ($1.941 million).
- To mitigate the above pressures, the Program achieved base budget reductions and service efficiency savings of $0.867 million through line by line reviews of expenditure accounts, an increase to budgeted gapping to reflect vacancies due to reductions in charges, together with revenue changes of $1.0 million arising from an amendment to Provincial legislation effective January 1, 2016 that increases the fee for late fines from $20 to $40.
- The 2017 and 2018 Plan identifies pressures of $0.242 million and $0.098 million respectively that are attributable to adjustments in salaries and benefits budgets for non-union staff, offset by an increase in Provincial recoveries for the upload of court room security costs.

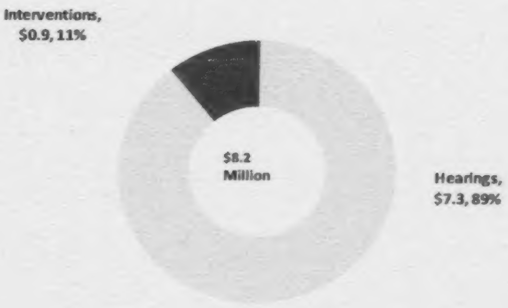
Provincial Offences/Licensing Tribunal Dispute Resolution



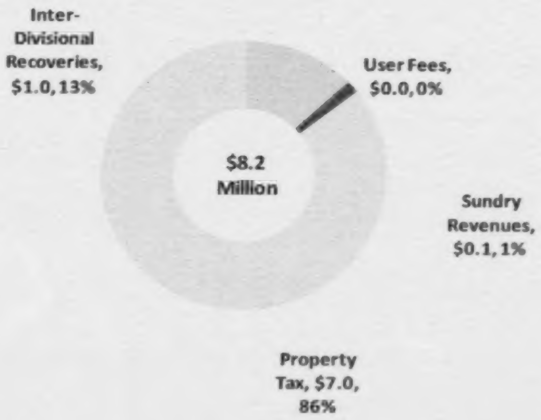
What We Do

- Provide administration and courtroom support for hearings related to charges stemming from offences under provincial statutes or Municipal by-laws.
- Two types of hearings occur within Dispute Resolution services and include:
  - Provincial Offences hearings on matters such as breaches under Provincial law, by-laws and regulations with over 400,000 trials per year.
  - Administrative hearings for applications under the Toronto Licensing by-law. The Toronto Licensing Tribunal hears about 200 cases per year.

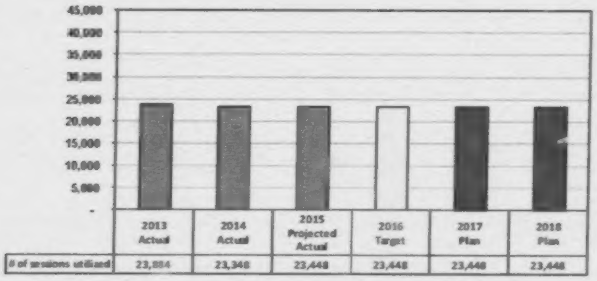
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Sessions Utilized



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# of sessions utilized	23,884	23,348	23,448	23,448	23,448	23,448

- The use of available court sessions is a key indicator of courtroom capacity.
- The effective and efficient use of court sessions ensures the program is able to respond to priority matters requiring court time.
- The volume of sessions is flat lined, as the courtroom capacity is fully utilized.

2016 Service Levels

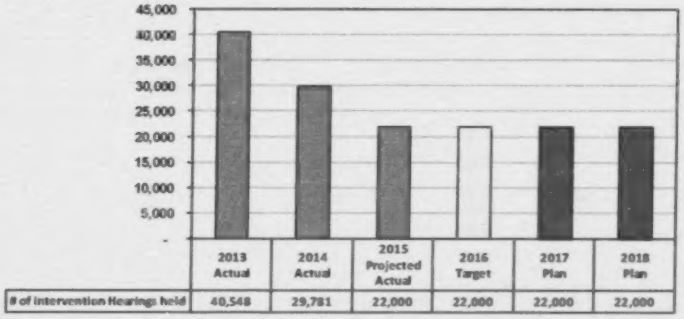
Provincial Offences/ Licensing Tribunal Dispute Resolution

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Hearings	Trial Court	Approved	7-16 months time to trial	7-10 months time to trial	7 months time to trial	**6 months time to trial**
Intervention	Intake Court	Approved	1-3 days of receipt of application	1-3 days of receipt of application	1-3 days of receipt of application	1-3 days of receipt of application
	Appeals Court	Approved	60-120 days of appeal notification	60-120 days of appeal notification	60-120 days of appeal notification	60-120 days of appeal notification
	Licensing Tribunal	Approved	Hearing held within 30 days of request	Hearing held within 30 days of request	Hearing held within 30 days of request	Hearing held within 30 days of request

The 2016 Service Levels for Provincial Offences/ Licensing Tribunal Dispute Resolution Service reflect the following changes: The Hearing activity service level for Trial Courts will decrease from 7 months to 6 months reflecting the ability to resolve disputes in a shorter period of time, given lower volumes of charges and due to the implementation of the Early Resolution Initiative.

Service Performance

Number of Intervention Hearings Held



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# of Intervention Hearings held	40,548	29,781	22,000	22,000	22,000	22,000

- Intervention Hearings held will continue to be slightly lower than in past years due to reduced charge volumes experienced since 2012.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Hearings	7,532.9	7,722.9	(409.1)	7,313.8	(219.1)	(2.9%)		**7,313.8**	(219.1)	(2.9%)	18.3	0.3%	61.5	0.8%
Interventions	959.5	901.1	(9.7)	891.4	(68.1)	(7.1%)		**891.4**	(68.1)	(7.1%)	1.1	0.1%	3.7	0.4%
Total Gross Exp.	8,492.4	8,624.0	(418.8)	8,205.2	(287.2)	(3.4%)		**8,205.2**	(287.2)	(3.4%)	19.4	0.2%	65.2	0.8%
REVENUE														
Hearings	951.7	995.6		995.6	43.9	4.6%		**995.6**	43.9	4.6%	15.8	1.6%	15.8	1.6%
Interventions	158.1	173.8		173.8	15.7	9.9%		**173.8**	15.7	9.9%	6.3	3.6%	6.3	3.5%
Total Revenues	1,109.8	1,169.4		1,169.4	59.6	5.4%		**1,169.4**	59.6	5.4%	22.1	1.9%	22.1	1.8%
NET EXP.														
Hearings	6,581.2	6,727.3	(409.1)	6,318.2	(263.0)	(4.0%)		**6,318.2**	(263.0)	(4.0%)	2.5	0.0%	45.7	0.7%
Interventions	801.4	727.3	(9.7)	717.6	(83.8)	(10.5%)		**717.6**	(83.8)	(10.5%)	(5.2)	-0.7%	(2.6)	(0.4%)
Total Net Exp.	7,382.6	7,454.6	(418.8)	7,035.8	(346.8)	(4.7%)		**7,035.8**	(346.8)	(4.7%)	(2.7)	-0.04%	43.1	0.6%
Approved Positions	84.5	84.5		84.5				**84.5**						

The ***Provincial Offences/ Licensing Tribunal Dispute Resolution*** *service* provides administrative and courtroom support for hearings stemming from offences under the Provincial Offences Act and from applications through the Toronto Licensing By-law.

The Provincial Offences/ Licensing Tribunal Dispute Resolution's 2016 Operating Budget of $8.205 million gross and $7.036 million net is $0.347 million or 4.7% under the 2015 Approved Net Budget.

- Base budget pressures of $0.072 million net arise primarily in *Hearings* activity due to the increased costs for Provincial recoveries for the Justice of the Peace and known salary and benefit adjustments.

In order to offset the above pressures the service was able to achieve base and service efficiency savings of $0.419 million, primarily in the *Hearings* activity which requires the largest proportion of the staff complement to supply courtroom support. These include:

- Line-by Line savings of $0.051 million net based on past spending and considering future requirements.
- Gapping increased by $0.368 million to reflect current staffing requirements based on caseload.

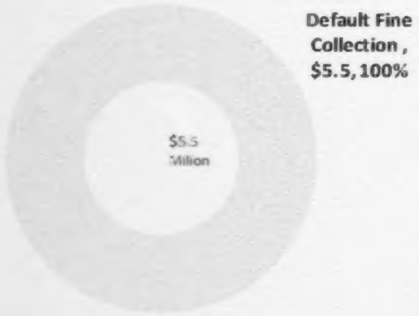
Default Fine Collection Management

Default Fine Collection Management

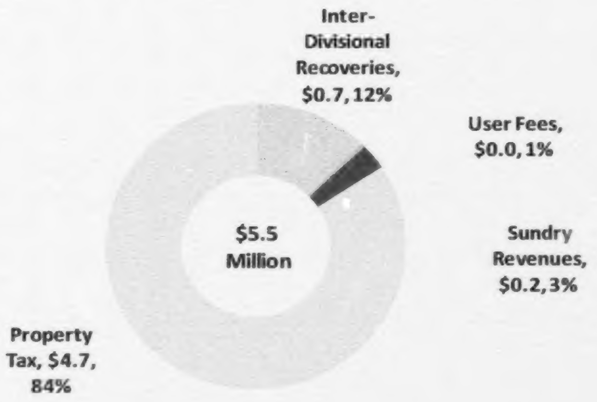
What We Do

- Provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

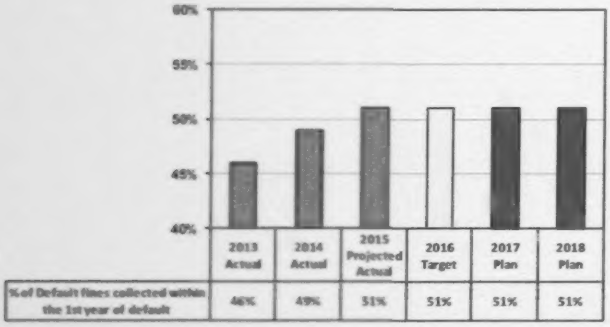
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Fines Collected within 1'st Year of Default



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Default fines collected within the 1st year of default	46%	49%	51%	51%	51%	51%

- Default fine collections are projected to increase from 46% in 2013 to 51% in 2016 and are projected to flat line through 2017 and 2018.
- Current projections reflect improved collection procedures that include increased reliance on collection agencies and improved collection techniques, including electronic phone applications.

2016 Service Levels

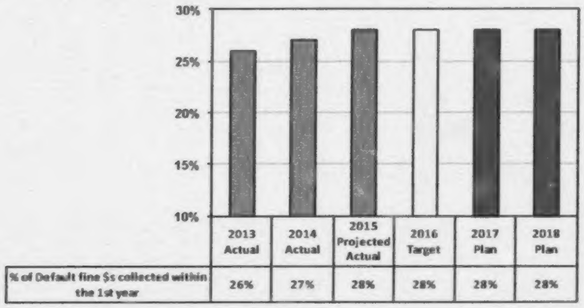
Default Fine Collection

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
	Processing Payments	Approved	24 hours of receipt	24 hours of receipt	24 hours of receipt	24 hours of receipt

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Default Fine Collection Service.

Service Performance

% of Default Fine $ Collected within 1'st Year of Default



- The 2015 projections for the dollar value of fines collected in the 1st year of default has increased from 26% in 2013 to a projection of 28% in 2015, with 2016 and future years remaining flat at 28%
- This increase is due in part to a reduction in the charge volumes for 2015 and future years, combined with improved collection operations.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Default Fine Collection Management	5,485.2	5,620.3	(100.8)	5,519.5	34.3	0.6%		5,519.5	34.3	0.6%	8.6	0.2%	21.2	0.4%
Total Gross Exp.	5,485.2	5,620.3	(100.8)	5,519.5	34.3	0.6%		5,519.5	34.3	0.6%	8.6	0.2%	21.2	0.4%
REVENUE														
Default Fine Collection Management	790.4	868.8		868.8	78.4	9.9%		868.8	78.4	9.9%	31.6	3.6%	30.6	3.4%
Total Revenues	790.4	868.8		868.8	78.4	9.9%		868.8	78.4	9.9%	31.6	3.6%	30.6	3.3%
NET EXP.														
Default Fine Collection Management	4,694.8	4,751.5	(100.8)	4,650.7	(44.1)	(0.9%)		4,650.7	(44.1)	(0.9%)	(23.0)	0.5%	(9.4)	(0.2%)
Total Net Exp.	4,694.8	4,751.5	(100.8)	4,650.7	(44.1)	(0.9%)		4,650.7	(44.1)	(0.9%)	(23.0)	0.5%	(9.4)	(0.2%)
Approved Positions	19.6	19.5		19.5	(0.1)	(0.5%)		19.5	(0.1)	(0.5%)				

The ***Default Fine Collection Management*** *service* provides collection management services for the timely collection and processing of outstanding fines ensuring appropriate action is taken on fines in default.

The 2016 Operating Budget of $5.520 million gross and $4.650 million net is $0.044 million or 1.0% under the 2015 Approved Net Budget.

Court Case Management

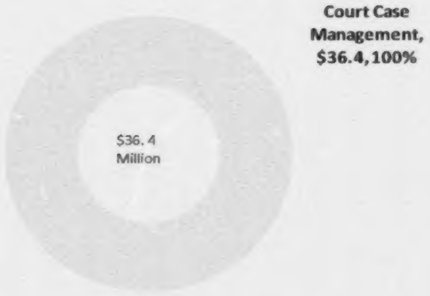
Court Case Management

What We Do

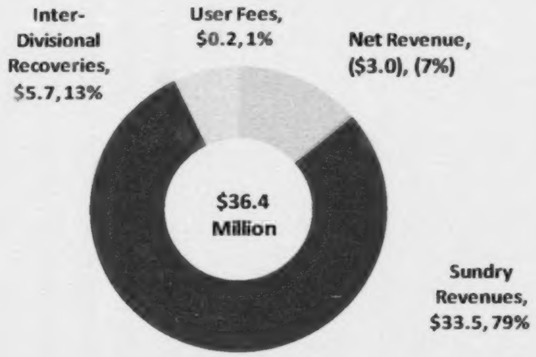
Provide administrative services to record and track breaches of laws by individuals in support of maintaining safe communities by:

- Completing court administration processes respecting charges issued by enforcement officers and others under Provincial law;
- Providing information to the public, creating, updating and maintaining the court record;
- Scheduling trials and other hearings, processing payments; and
- Identifying unpaid fines for enforcement.

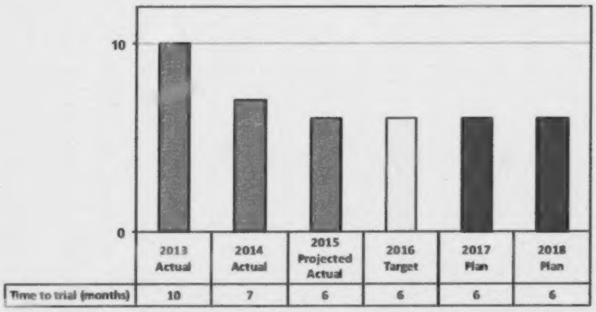
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



of Months to Trial



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Time to trial (months)	10	7	6	6	6	6

- The implementation of the Early Resolution Initiative continues to help reduce the average number of months to trial with further improvements anticipated in 2016.

2016 Service Levels
Court Case Management

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
	Provincial Offences non-parking charges	Approved	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days	Receive incoming charges within 5-7 days
	Provincial Offences parking charges	Approved	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days	Receive incoming charges within 60-75 days

Overall the 2016 Service Levels are consistent with the Approved 2015 Service Levels for Court Case Management.

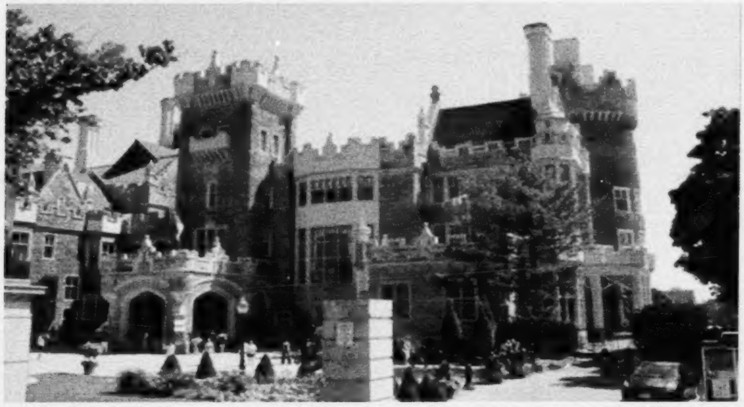
Table 4
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Court Case Management	35,553.5	36,646.0	(291.5)	36,354.5	801.0	2.3%		36,354.5	801.0	2.3%	45.6	0.1%	131.1	0.4%
Total Gross Exp.	35,553.5	36,646.0	(291.5)	36,354.5	801.0	2.3%		36,354.5	801.0	2.3%	45.6	0.1%	131.1	0.4%
REVENUE														
Court Case Management	52,683.5	39,333.8	56.0	39,389.8	(13,293.7)	(25.2%)		39,389.8	(13,293.7)	(25.2%)	262.3	0.7%	262.3	0.7%
Total Revenues	52,683.5	39,333.8	56.0	39,389.8	(13,293.7)	(25.2%)		39,389.8	(13,293.7)	(25.2%)	262.3	0.7%	262.3	0.7%
NET EXP.														
Court Case Management	(17,130.0)	(2,687.8)	(347.5)	(3,035.3)	14,094.7	(82.3%)		(3,035.3)	14,094.7	(82.3%)	(216.7)	0.1%	(131.2)	4.0%
Total Net Exp.	(17,130.0)	(2,687.8)	(347.5)	(3,035.3)	14,094.7	(82.3%)		(3,035.3)	14,094.7	(82.3%)	(216.7)	7.1%	(131.2)	4.0%
Approved Positions	177.8	178.0		178.0	0.2	0.1%		178.0	0.2	0.1%				

The ***Court Case Management Service*** provides administrative services to record and track breaches of laws by individuals in support of maintaining safe communities.

The Court Case Management Service's 2016 Operating Budget of $36.355 million gross and ($3.035) million net is $14.095 million or 82.3% under the 2015 Approved Net Budget.

- Base pressures in this Service are driving the overall cost for the Program and are mainly a result of the reduction in fine revenue and the reversal of the $12.0 million to be collected from the backlog of unpaid fines recorded in 2015.
- This pressure is partially offset by a revenue adjustment of $1.0 million from a Provincial amendment taking effect January 1, 2016 that provides for a higher fee to be assessed for fines paid late.
- In order to offset the above pressures, in addition to the service changes common among all services, the adjustment to Toronto Police Services overtime budget is included, which will reduce the 2016 base budget by $0.365 million.



Economic Development & Culture

2016 OPERATING BUDGET OVERVIEW

Economic Development and Culture (EDC) advances the City's prosperity, opportunity and livability by creating a thriving environment for businesses and culture.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $75.279 million gross and $59.023 million net as shown below.

			Change	
(in $000's)	2015 Budget	2016 Budget	$	%
Gross Expenditures	77,653.1	75,278.6	(2,374.5)	(3.1
Gross Revenues	23,744.3	16,255.3	(7,489.0)	(31.5
Net Expenditures	**53,908.9**	**59,023.4**	**5,114.5**	**9.5**

The 2016 Operating Budget represents a 9.5% increase in net expenditures over the 2015 Approved Operating Budget as a result of base budget increases in the amount of $0.517 million which were partially offset by additional revenue of $0.402 million, and $5 million for new and enhanced initiatives to support Arts and Culture Phase-in Plan and the BIAs.

Fast Facts

- Partnering with Provincial and Federal governments, Economic Development and Culture (EDC) successfully delivered Pan/ Parapan American Celebrations and Showcase events in 2015.
- EDC supports major community events such as the Caribbean Festival and Pride Toronto.
- EDC manages 40 heritage properties and more than 200 public art installations.
- EDC issues more than 3,100 film permits each year.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Economic Development and Culture of $75.279 million gross and $59.023 million net provides funding for three services: Business Services, Cultural Services and Economic Competitiveness Services.
- The Program's 2016 Operating Budget represents a 9.5% increase from the 2015 Approved Budget:
  - ✓ EDC faced base budget increases of $0.517 million due to inflationary pressures.
  - ✓ These increases were partially offset by additional revenue from sponsorships, film permits and rentals.
  - ✓ $5 million for new and enhanced initiatives to support Arts and Culture Phase-in Plan and the BIAs.

2015 Key Service Accomplishments

In 2015, Economic Development and Culture accomplished the following:

- ✓ Served in excess of 1,200 productions, showcasing in excess of 6,000 Toronto filming locations, representing in excess of 30,000 jobs and $1.2 billion in production industry investment in Toronto's economy.
- ✓ Hosted the FICCI (Federation of Indian Chambers of Commerce and Industry) Delegation from India. Signed a film and television industry MOU with FICCI and drafted MOU with Mahasthra.
- ✓ Co-hosted 2015 Film and Television Industry Fam Tour with executives from HBO, STARS, and other premium cable networks, resulting in three new productions in Toronto for 2016.
- ✓ Successfully staged Cultural Hotspot West in Etobicoke with community partners from May until October.
- ✓ Co-produced Panamania Live @ Nathan Phillips Square – a 23 day cultural festival with a total budget of $8.4 million.
- ✓ Presented major exhibits and displays such as the contemporary art exhibit "The Art of Command" at Fort York National Historic Site, and "Home Field Advantage: Toronto's Summer sporting sites" at the Market Gallery.
- ✓ To mark the 800th anniversary of the first issuance of Magna Carta in 1215, hosted the major exhibit "Magna Carta: Law, Liberty and Legacy" as part of a national tour.
- ✓ Delivered over $8.0 million in BIA streetscape improvement projects.
- ✓ Assisted 198 young entrepreneurs start businesses through the Starter Company and Summer Company Programs.
- ✓ Launched Food Starter – a 20,000 sq. ft. shared food production facility that assists entrepreneurs in bringing food products to market.
- ✓ Developed the Music 311 program, showcasing recorded music from Toronto artists on the City's 311 on-hold playback system.
- ✓ Assisted over 266,127 members of the public with information on Toronto's cultural, tourism, Games and entertainment business through the Union Station Information Centre and seasonal INFOTOGO program at 51 locations, generating an estimated $27 million in increased visitor spending.

Our Service Deliverables for 2016

Economic Development and Culture's services span the continuum between the economic development and cultural vibrancy of the City to capture the benefits of these linked forces. The programs are guided by two main strategies. Both are designed to advance the City's prosperity, opportunity and livability by creating an environment in which business and culture can thrive:

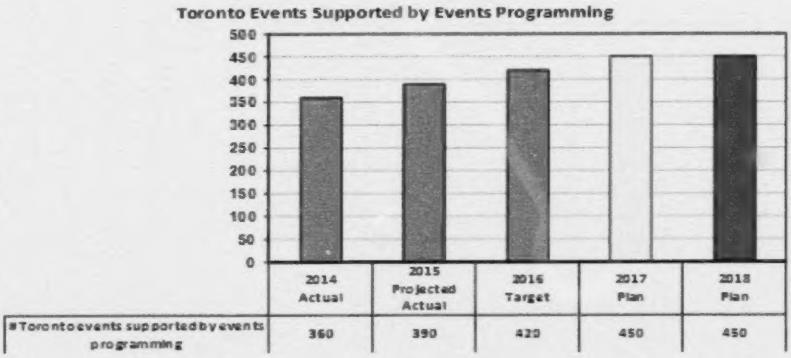
- ➢ Collaborating for Competitiveness – A Strategic Plan for Accelerating Economic Growth
- ➢ Creative Capital Gains 2011 (CCG) – an Action Plan for Toronto

The 2016 Operating Budget will provide funding to:

- Serve 30,000 entrepreneurs, prospective entrepreneurs and established micro business owners via business consultations, business incubation support and workshops.
- Directly support the capital investment and job growth of Toronto's businesses, involving $525 million in construction and 6,300 jobs retained or attracted.
- Conduct a range of programs and initiatives that expand Toronto's key economic sectors.
- Produce a series of annual cultural events such as Cavalcade of Lights, Doors Open Toronto, and Nuit Blanche that celebrate the vibrancy and diversity of Toronto.

Trends

- The number of cultural events significantly increased in 2015 as a result of Pan Am Celebration events.
- The number of cultural events supported by EDC will continue to increase over the years as a result of investments in City venues and revitalization of City museums.
- Arts and Culture spending per capita increased from $18.36 in 2012 to $23.14 in 2015.

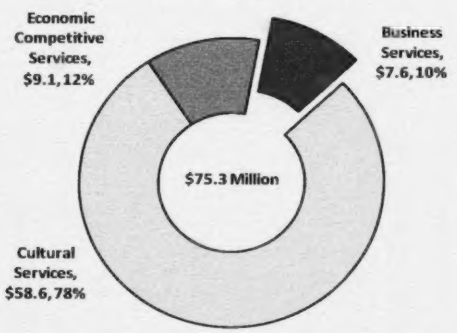

Toronto Events Supported by Events Programming

	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
■ Toronto events supported by events programming	360	390	420	450	450

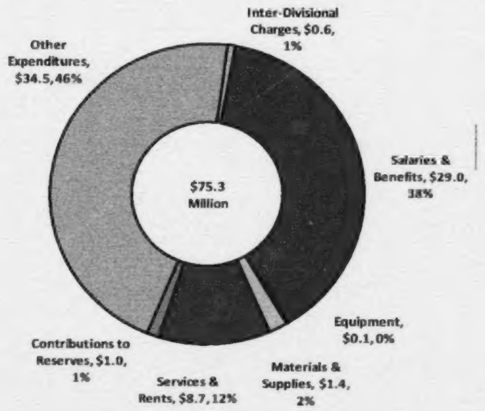
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

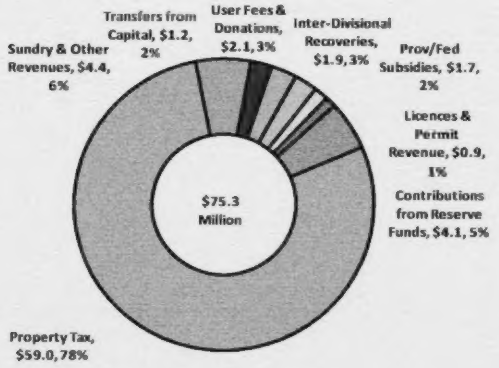


2016 Budget by Expenditure Category



Where the money comes from:

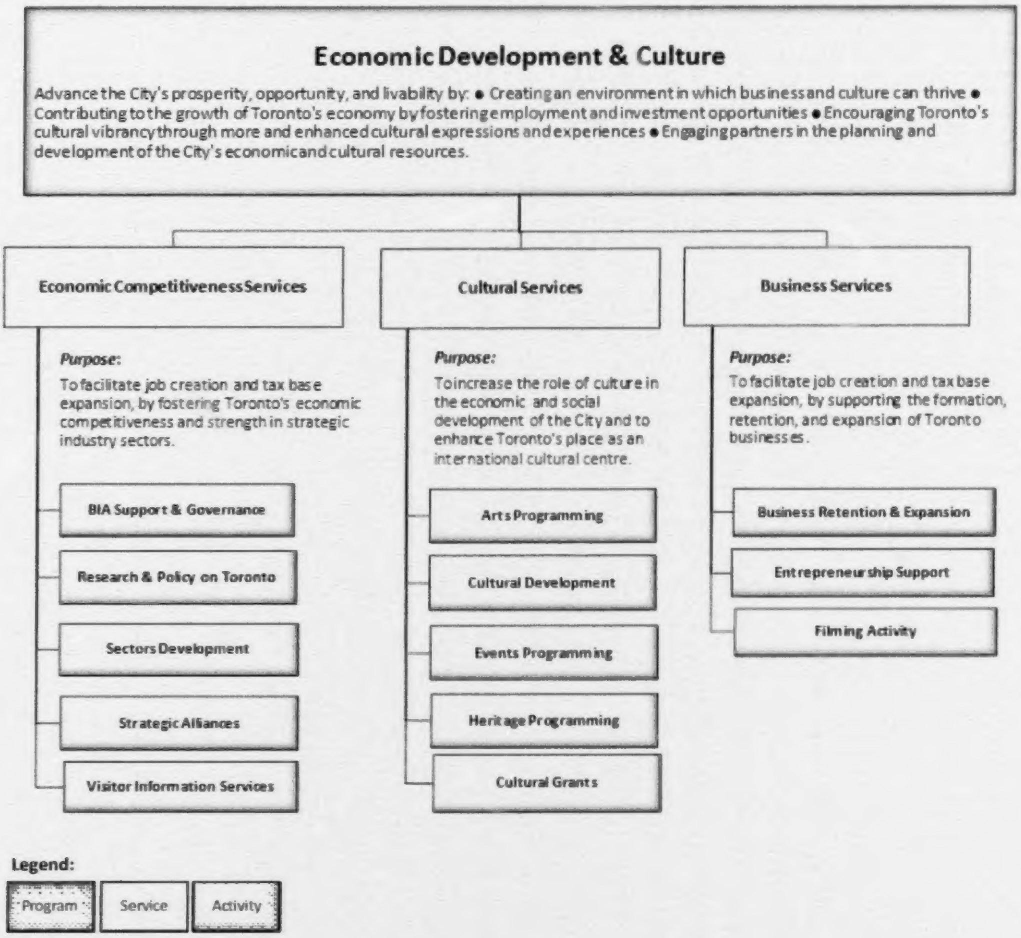
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Arts and Culture Phase-In Plan** requires an eventual transference to property tax base funding. Reserve funding has been used in previous years to assist with the introduction of increased spending to support culture.
  - ✓ The 2016 Arts and Culture property tax based initiatives to reach the $25 per capita target are included in the 2016 Operating Budget.
- **Continue the legacy and leverage Pan Am/Parapan American Games to attract future events**
  - ✓ The 2016 Operating Budget includes $0.294 million to continue such Pan Am Games initiatives as Global Forum, Export Development to Latin America and Rio de Janeiro Friendship City funded from the Major Special Events Reserve Fund.

Program Map



Economic Development & Culture

Advance the City's prosperity, opportunity, and livability by: ● Creating an environment in which business and culture can thrive ● Contributing to the growth of Toronto's economy by fostering employment and investment opportunities ● Encouraging Toronto's cultural vibrancy through more and enhanced cultural expressions and experiences ● Engaging partners in the planning and development of the City's economic and cultural resources.

Economic Competitiveness Services

Purpose:

To facilitate job creation and tax base expansion, by fostering Toronto's economic competitiveness and strength in strategic industry sectors.

- BIA Support & Governance
- Research & Policy on Toronto
- Sectors Development
- Strategic Alliances
- Visitor Information Services

Cultural Services

Purpose:

To increase the role of culture in the economic and social development of the City and to enhance Toronto's place as an international cultural centre.

- Arts Programming
- Cultural Development
- Events Programming
- Heritage Programming
- Cultural Grants

Business Services

Purpose:

To facilitate job creation and tax base expansion, by supporting the formation, retention, and expansion of Toronto businesses.

- Business Retention & Expansion
- Entrepreneurship Support
- Filming Activity

Legend:

Service Customers

Economic Competiveness Services
- Business and Labour Organizations
- Sectors
- Business Improvement Areas
- Canadian, International, and Toronto businesses, residents, and visitors
- Academia
- Mayor's Office and members of Council
- City Manager's Office & Divisions, Agencies
- Other Orders of Government and municipalities

Cultural Services
- Local and international businesses and events
- Not-for-profit groups
- Residents
- Visitors
- Arts and cultural organizations

Business Services
- Local real estate, investment, and development community
- Business groups and associations (incl. Business Improvement Areas, film producers, foreign studios/independent production houses, incubators, local industrial/business alliances and organizations)
- Business owners, managers, and entrepreneurs
- Film festivals
- Insustry associations (Union and guild members, hospitality)
- Not-for-profit organizations
- Other orders of government

Table 1

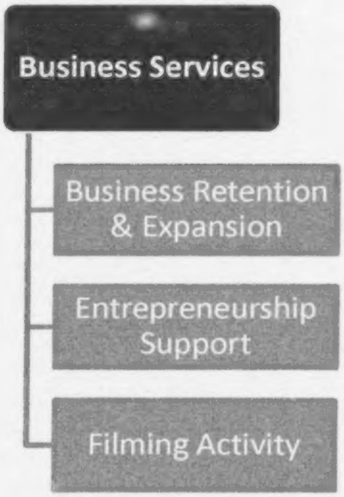
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Business Services											
Gross Expenditures	6,944.1	7,163.2	7,361.9	237.0	7,598.9	417.8	6.0%	(905.6)	(14.2%)	33.4	0.5%
Revenue	3,912.0	4,315.7	4,352.9	-	4,352.9	440.9	11.3%	(1,049.0)	(24.1%)	-	
Net Expenditures	3,032.1	2,847.5	3,009.0	237.0	3,246.0	(23.1)	(0.8%)	143.4	4.4%	33.4	1.0%
Cultural Services											
Gross Expenditures	60,560.3	62,471.3	54,097.3	4,465.3	58,562.6	(6,463.0)	(10.7%)	1,865.7	0.0%	149.4	0.3%
Revenue	16,282.7	17,963.0	9,780.0	-	9,780.0	(6,502.7)	(39.9%)	(3,400.0)		-	
Net Expenditures	44,277.6	44,508.3	44,317.3	4,465.3	48,782.5	39.7	0.1%	5,265.7	10.8%	149.4	0.3%
Economic Competitive Services											
Gross Expenditures	10,148.7	10,468.9	8,705.6	411.6	9,117.2	(1,443.1)	(14.2%)	(296.2)	(3.6%)	(82.3)	(1.0%)
Revenue	3,549.5	3,915.8	2,008.4	114.0	2,008.4	(1,541.1)	(43.4%)	(412.1)	(15.7%)	(133.5)	(7.9%)
Net Expenditures	6,599.2	6,553.1	6,697.2	297.6	7,108.8	98.0	1.5%	115.9	1.6%	51.2	0.7%
Total											
Gross Expenditures	77,653.1	80,103.4	70,164.7	5,113.9	75,278.6	(2,374.5)	(3.1%)	663.9	0.9%	100.5	0.1%
Revenue	23,744.3	26,194.5	16,141.3	114.0	16,255.3	(7,489.0)	(31.5%)	(4,861.1)	(29.9%)	(133.5)	(1.2%)
Total Net Expenditures	53,908.9	53,908.9	54,023.5	5,000.0	59,023.4	5,114.5	9.5%	5,525.0	9.4%	234.0	0.4%
Approved Positions	309.6	306.6	297.5	10.0	307.5	(2.1)	(0.7%)	(0.0)	(0.0%)		

The Economic Development and Culture's 2016 Operating Budget of $75.279 million gross and $59.023 million net represents a 9.5% increase over the 2015 Approved Net Operating Budget.

- Base pressures are mainly attributable to economic factors, progression pay, and salary and benefits adjustments.
- Base pressures are partially offset by additional revenue from increased sponsorships and film permits.
- The 2016 Operating Budget includes $5 million increase in tax funding (New/Enhanced Initiatives) as outlined in the previously approved plan to increase the per capita investment in arts and culture. See discussion on page 25.
- 2016 Operating Budget results in the total staff complement decrease from 309.6 to 307.5 as 12.1 temporary positions needed to support the Pan Am Games are no longer required and 10 new positions are added to support Arts and Culture Phase-in plan and the BIAs.
- The 2016 and 2017 Plan increases are attributable to future known salaries and benefits changes.

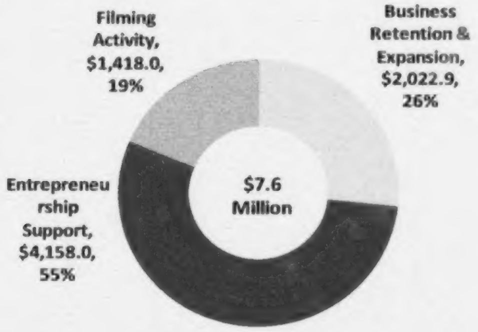
Business Services



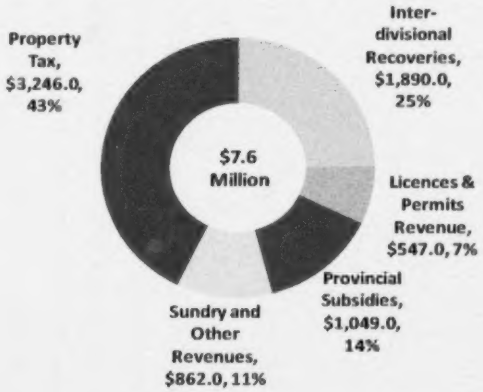
What We Do

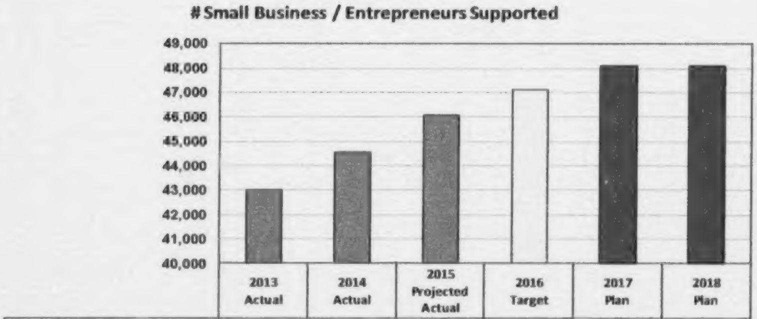
- Facilitate job creation and tax base expansion, by supporting the formation, retention and expansion of Toronto businesses.
- Facilitate new industrial/commercial office investment activity through the completion of 31 Gold Star projects representing $525 million in investment value, the construction/ renovation of 4.2 million square feet of floor space, and 6,300 jobs retained or attracted to the city.
- Serve 30,000 entrepreneurs, prospective entrepreneurs, and established micro-business owners via business consultations, business incubation support, and training and workshops.

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)





	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
▨ # small business / entrepreneurs supported	43,000	44,550	46,100	47,100	48,100	48,100

- Toronto's small businesses and entrepreneurs are offered assistance with their development and growth.
- This measure indicates the number of small businesses/entrepreneurs that were provided service through Enterprise Toronto Offices and City-supported incubators.
- The number of small businesses/ entrepreneurs supported is steadily growing over the years.

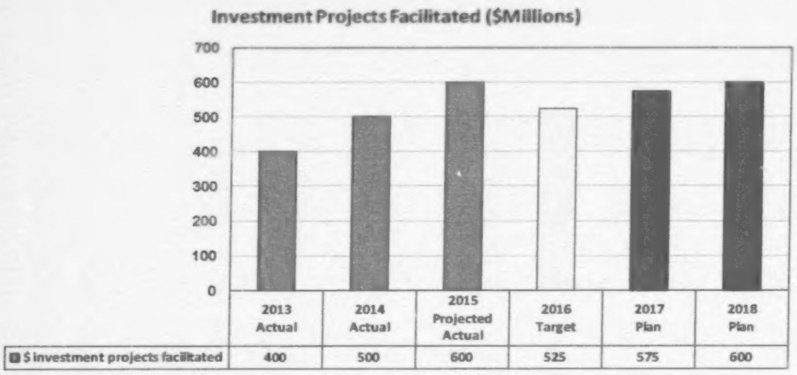
2016 Service Levels

Business Services

Activity	Sub-Activity/Type	Status	2014	2015	2016
Business Services					
Business Retention & Expansion	Advice & Consultation	Approved	Respond to 1900 annual client requests within 1 business day 100% of the time.	Respond to client requests 100% of the time	Outreach to 3000 Clients via Corporate Calling and Corporate Contacts, Responding to Client requests and providing excellent customer service 100% of the time.
		Actual / Projected	Responded to 2, 610 client requests 100% of the time.	As of Nov 30, compledted 3483 Corporate Contacts (165% of target and 481 Corporate Calls (96% of target)	N.A.
	Advocacy/Development review	Approved	Respond to requests to review 175 development applications within 10 days 100 percent of the time where all information necessary to evaluate the project is available.	Respond to requests to review development applications within circulation timeline 100% of the time,	Respond to requests to review development applications within circulation timeline 100% of the time,
		Actual / Projected	Responded to 175 requests to review development applications within circulation timeline 100% of the time,	Respond to requests to review development applications within circulation timeline 100% of the time	N.A.
	Business Incentives	Approved	12 IMIT application reviews and approvals per year, each within 6 months of formal application submission to EDC.	Imagination, Manufacturing, Innovation, Technology (IMIT) application reviews and approvals completed within 6 months of formal application submission to EDC 100% of the time.	6 IMIT application reviews and approvals per year, each within 6 months of formal application submission to EDC. 2016 IMIT Review
		Actual / Projected	4 IMIT application reviews and approvals completed within 6 months of formal application submission to EDC 100% of the time.	4 applications received between Jan 1, 2015 and Nov 30, 2015. 2 Agreements signed (2 additional expected by year end). 24 Amending or Assignment Agreements to be completed by year end.	N.A.
	Facilitation of Commercial, Industrial and Institutional Investment Projects	Approved	Facilitate advancement and completion of 30 Gold Star projects with total investment value of $400 million.	Facilitate advancement and completion of 30 Gold Star projects with total investment value of $400 million.	Facilitate advancement and completion of 30 Gold Star projects with total investment value of $400 million.
		Actual / Projected	30 Gold Star project completions totaling $500 million investment value.	Facilitated advancement and completion of 28 Gold Star projects with total investment value of $454 million.	N.A.
Entrepreneurship Support	Advice & Consultation	Approved	Maintain 80% approval rating of Enterprise Toronto clients surveyed.	Maintain 80% approval rating of Enterprise Toronto clients surveyed.	Maintain 80% approval rating of Enterprise Toronto clients surveyed.
		Actual / Projected	Maintain 80% approval rating of Enterprise Toronto clients surveyed	Maintained a 98% approval rating of Enterprise Toronto clients surveyed.	N.A.
	Business Incubation Services	Approved	Provide timely advice, facilitation and co-ordination for 10 organizations and the Collaborative Innovation Network to leverage third party delivery of incubation services.	Provide timely advice, facilitation and co-ordination for at least 12 business incubator initiatives.	Provide timely advice, facilitation and co-ordination for at least 15 business incubator initiatives.
		Actual / Projected	Provided timely advice, facilitation and co-ordination for 10 organizations focused on third-party delivery of incubation services.	Provided timely advice, facilitation and co-ordination for 20 organizations focused on third-party delivery of incubation	N.A.
	Networks & Partnerships	Approved	Meet annual revenue target of $450,000 100 per cent of the time.	Meet 100% of annual revenue target.	Meet 100% of annual revenue target.
		Actual / Projected	Exceeded revenue target by raising $518,000 in external funding for programming.	Met 100% of annual revenue target.	N.A.
	Business Registrations	Approved	Process 3000 business registrations annually, each within 24 hours 98% of the time.	Process business registrations within 24hrs 98% of the time.	Process business registrations within 24hrs 98% of the time.
		Actual / Projected		Processed business registrations within 24hrs 99% of the time	N.A.
	Training	Approved	Produce and deliver 160 business information and training sessions.	Produce and deliver 175 business information and training sessions.	Produce and deliver 110 business information and training sessions.
		Actual / Projected	Produced and deliver 160 business information and training sessions.	Produced and delivered 110 business information and training sessions.	N.A.
Filming Activity	Film Permitting	Approved	Issue 3,500 permits annually, each within 48 hours / 2 business days or in agreed upon time, 100% of the time .	Issue film permits each within 48 hours / 2 business days or in agreed upon time, 100% of the time.	Issue film permits each within 48 hours / 2 business days or in agreed upon time, 100% of the time.
		Actual / Projected	Issued 3,500 permits annually, each within 48 hours / 2 business days or in agreed upon time, 100% of the time .	Issued film permits within 48/hours – 2 business days 100% of the time unless, delayed by other Divisions. Issued in excess of 3090 Film Permits in 2015	N.A.

Service Performance

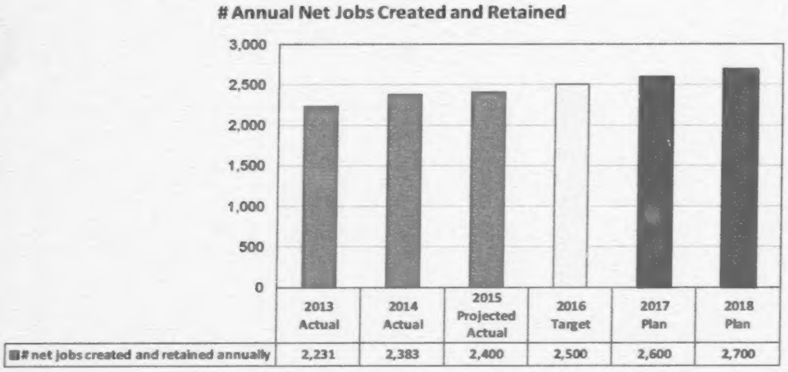
Business Retention



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
■ $ investment projects facilitated	400	500	600	525	575	600

- The retention and growth of businesses in Toronto supported by Business Retention & Expansion services results in investment in Toronto and its economy.
- This measure indicates the investment in Toronto as a result of business remaining or expanding in Toronto, with support from EDC.
- There is an expected growth in investment over the next several years, however, various factors may impact this growth.

Entrepreneurship Support



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
■ # net jobs created and retained annually	2,231	2,383	2,400	2,500	2,600	2,700

- Various services and programs offered through Enterprise Toronto and City-supported incubators support the creation and retention of jobs in Toronto.
- This measure indicates the number of jobs created or retained in Toronto businesses that were supported by Entrepreneurship Support services (business consultation and registration, incubation funded infrastructure).

Table 2
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Business Retention & Expansion	1,987.7	2,022.9		2,022.9	35.2	1.8%		**2,022.9**	35.2	1.8%	0.1	0.0%	13.6	0.7%
Entrepreneurship Support	3,750.5	4,096.0		4,096.0	345.6	9.2%	62.2	**4,158.2**	407.8	10.9%	(953.4)	22.9%	(27.9)	(0.7%)
Filming Activity	1,205.9	1,243.0		1,243.0	37.1	3.1%	174.8	**1,417.8**	211.9	17.6%	47.7	3.4%	13.2	0.9%
Total Gross Exp.	6,944.1	7,361.9		7,361.9	417.8	6.0%	237.0	**7,598.9**	654.8	9.4%	(905.6)	-11.9%	(1.1)	(0.0%)
REVENUE														
Business Retention & Expansion						-				-				-
Entrepreneurship Support	3,505.0	3,805.9		3,805.9	300.9	8.6%		**3,805.9**	300.9	8.6%	(1,049.0)	-27.6%		
Filming Activity	407.0	547.0		547.0	140.0	34.4%		**547.0**	140.0	34.4%				
Total Revenues	3,912.0	4,352.9		4,352.9	440.9	11.3%		**4,352.9**	440.9	11.3%	(1,049.0)	-24.1%		
NET EXP.														
Business Retention & Expansion	1,987.7	2,022.9		2,022.9	35.2	1.8%		**2,022.9**	35.2	1.8%	0.1	0.0%	13.6	0.7%
Entrepreneurship Support	245.4	290.1		290.1	44.7	18.2%	62.2	**352.3**	106.9	43.6%	95.6	27.1%	(27.9)	(6.2%)
Filming Activity	798.9	696.0		696.0	(102.9)	(12.9%)	174.8	**870.8**	71.9	9.0%	47.7	5.5%	13.2	1.4%
Total Net Exp.	3,032.1	3,009.0		3,009.0	(23.1)	(0.8%)	237.0	**3,246.0**	213.9	7.1%	143.4	4.4%	(1.1)	(0.0%)
Approved Positions	43.2	38.8		38.8	(4.4)	(10.1%)	2.0	**40.8**	(2.4)	(5.5%)		0.0%		

The 2016 Operating Budget for Business Services provides funding for the following:

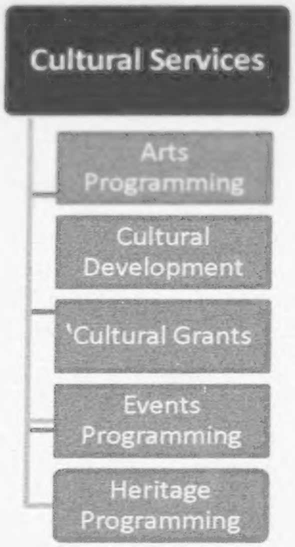
- Facilitate new industrial/commercial office investment activity which is expected to result in:
    - the completion of 31 Gold Star projects representing $525 million in investment value;
    - the construction/renovation of 4.2 million square feet of floor space; and
    - 6,300 jobs retained or attracted to the city.
- Serve 30,000 entrepreneurs, prospective entrepreneurs and established mirco-business owners via business consultations, business incubation support, and training and workshops.
- Serve 1,250 productions utilizing in excess of 6,300 filming locations in the City of Toronto.

The Business Services' 2016 Operating Budget of $7.599 million gross and $3.246 million net is $0.214 million or 7.1% above the 2015 Approved Net Budget.

Base budget pressures in Business Services are primarily due to known salary and benefits increases which are fully offset by additional revenue from sponsorships for events such as Nuit Blanche and film permits.

The 2016 Operating Budget includes $0.237 million of the $5 million increase in tax funding (New/Enhanced Initiatives) as outlined in the previously approved plan to increase the per capita investment in arts and culture. See discussion on page 25.

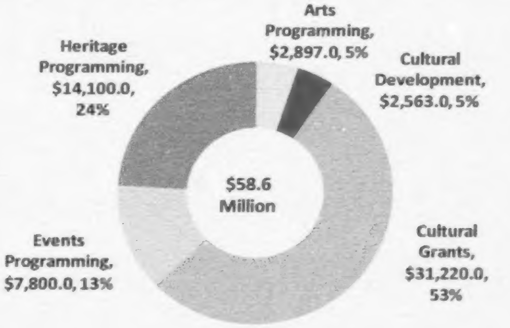
Cultural Services


Cultural Services
Arts Programming
Cultural Development
Cultural Grants
Events Programming
Heritage Programming

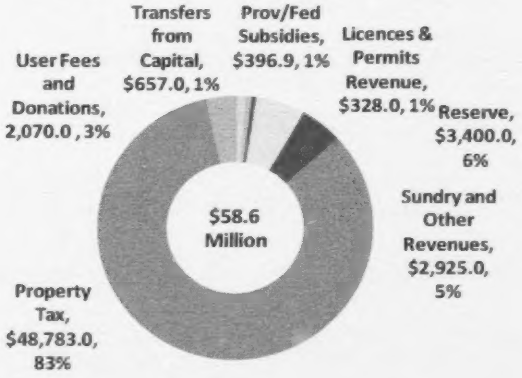
What We Do

- Increase the role of culture in the economic and social development of the City and enhance Toronto's place as an international cultural centre.
- Partner with cultural and community groups to deliver a Cultural Hotspot programs in various communities.
- Develop new exhibits and dynamic programming at the historical museums to engage audiences and build awareness and visitation.

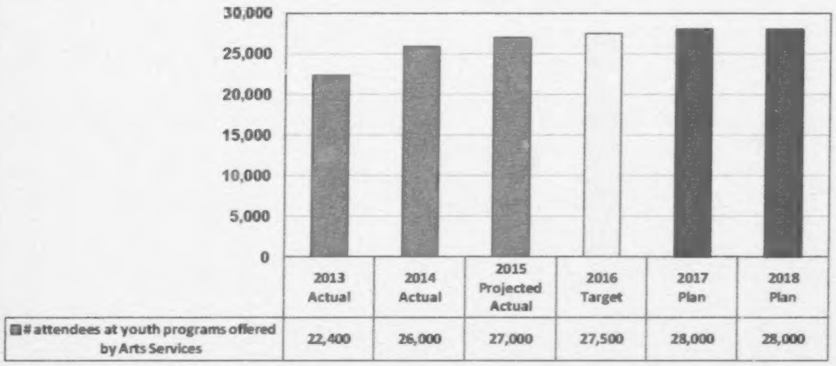
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



# Attendees at Youth Programs Offered by Arts Services



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
■ # attendees at youth programs offered by Arts Services	22,400	26,000	27,000	27,500	28,000	28,000

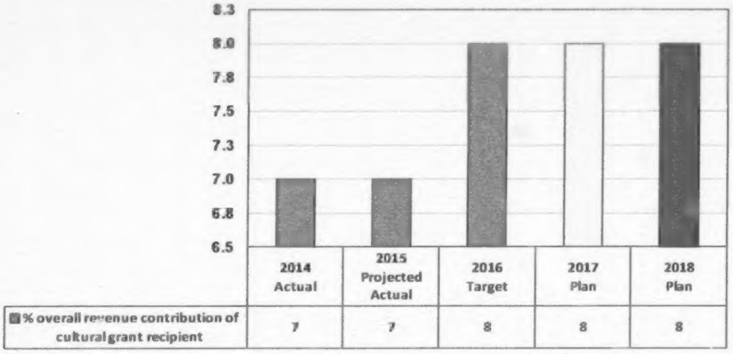
- Arts Services provides various programming focused on Toronto's youth (18-25).
- This measure indicates the number of Toronto's youth participating in programs offered by Arts Services.
- A steady increase in participation is expected over the next three years.

2016 Service Levels
Cultural Services

Activity	Sub-Activity/Type	Status	2014	2015	2016
Cultural Services					
Arts Programming	Art Education Classes	Approved	Provide 310 classes per year	Provide 425 classes per year	Provide 425 classes per year
		Actual / Projected	Provided 420 classes per year	Provided 425 classes per year	N A
	Art Events (community organized)	Approved	Produce/support 340 events annually	Produce/support 425 events	Provide 425 classes per year
		Actual / Projected	Produced/supported 400 events annually	Provided 425 classes per year	N A
	Art Exhibits (city-organized)	Approved	Present 45 exhibits annually	Present 95 exhibits	Present 85 exhibits annually
		Actual / Projected	Presented 90 exhibits annually	Presented 95 exhibits	N A
Cultural Development	Acquisition and conservation of art and artifact collections	Approved	Conservation undertaken as required for collection of 147,000 artifacts and 2000 moveable works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available	Conserve artifacts and works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available	Conserve artifacts and works of art to ensure state of good repair, and ensure at least 75% of the City art collection is made publicly available
		Actual / Projected	Conservation of artifact collections to ensure state of good repair and at least 75% of City art collection made publically available	Conserved artifact collections, ensured state of good repair, 75% of City art collection made publically available	N A
	Adaptive Reuse of Heritage Sites	Approved	Projects completed on time and on budget	Complete projects on time and on budget	Complete projects on time and on budget
		Actual / Projected	Projects completed on time and on budget		
	Cultural Facilities Maintenance and Development	Approved	Maintain and manage 61 properties to keep cultural facilities in a state of good repair and to ensure long term sustainability	Maintenance and management of 40 properties total to ensure state of good repair and long-term sustainability	Maintenance and management of 40 properties total to ensure state of good repair and long-term sustainability
		Actual / Projected	Maintenance and management of 40 properties total (98 buildings) including leased properties. To ensure cultural facilities are in a state of good repair and to ensure long term sustainability.	Maintained and managed 40 properties total (101 buildings) including leased properties. Ensured good repair	N A
	Cultural Research and Cultural Advocacy	Approved	Provide documents in a timely manner to meet expectations and aid in supporting strategic goals and objectives		Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives
		Actual / Projected	Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives	Documents provided in a timely manner to meet expectations and aid in supporting strategic goals and objectives	N A
	Public Art Selection, Location and maintenance	Approved	Manage an average of 15 art projects per annum	Manage an average of 15 art projects per annum	Manage an average of 15 art projects per annum
		Actual / Projected	Average of 15 art projects in process per annum	Managed an average of 15 art projects per annum	N A
Events Programming	Community event coordination (3rd Party)	Approved	Provide timely support to an average of 750 community groups wanting to produce an event on city property	Provide support to an average of 750 community groups wanting to produce an event on city property	Provide support to an average of 750 community groups wanting to produce an event on city property
		Actual / Projected	Provide timely support to an average of 750 community groups wanting to produce an event on city property	Provided support to an average of 750 community groups wanting to produce an event on city property	N A
	Design and Delivery of Events	Approved	Produce 8 signature events providing 73 days of programming, on time and on budget	Produce signature events and days programming, on time and on budget 100% of the time	Produce 8 signature events providing 74 days of programming (includes Summerlicious and Winterlicious)
		Actual / Projected	Produce 8 signature events providing 73 days of programming, on time and on budget	Produced 8 signature events providing 82 days of programming, on time and on budget. (excluding Winterlicious + Summerlicious)	N A
Heritage Programming & Support	Museum & Heritage Programs	Approved	Manage cultural resources at Toronto's 12 heritage facilities and artifact collection, and deliver cultural programs to promote heritage and engage Torontonians actively in their history	Maintain and manage 40 properties in SOGR	Maintain and manage 40 properties in SOGR
		Actual / Projected	Manage cultural resources at Toronto's 12 heritage facilities and artifact collection, and deliver cultural programs to promote heritage and engage Torontonians actively in their history	Maintained and managed 40 properties in SOGR	N A
Cultural Grants	Toronto Arts Council Grant Program	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4 months	Completed review process and secure Council approval for grants in 4 months	N A
	Toronto Arts Council Operation Program	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4 months	Completed review process and secure Council approval for grants in 4 months	N A
	Major Culture Organizations	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4 months	Completed review process and secure Council approval for grants in 4 months	N A
	Royal Winter Fair	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4 months	Completed review process and secure Council approval for grants in 4 months	N A
	Local Art Services Organizations	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4	Completed review process and secure Council approval for grants in 4 months	N A
	Museums	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4 months	Completed review process and secure Council approval for grants in 4 months	N A
	Artscape	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4 months	Completed review process and secure Council approval for grants in 4 months	N A
	Culture Build	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4 months	Completed review process and secure Council approval for grants in 4 months	N A
	Glen Gould Foundation Award	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4 months	Completed review process and secure Council approval for grants in 4 months	N A
	Music Garden	Approved	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months	Complete review process and secure Council approval for grants in 4 months
		Actual / Projected	Review process completed and Council approved grants in 4 months	Completed review process and secure Council approval for grants in 4 months	N A

Service Performance

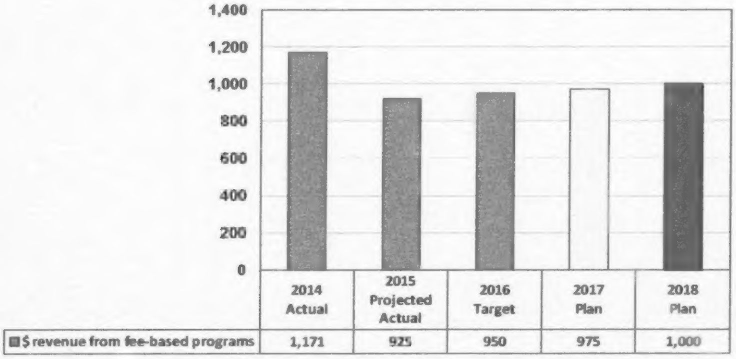
Cultural Grants


% Overall Revenue Contribution of Cultural Grant Recipient

	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
▨ % overall revenue contribution of cultural grant recipient	7	7	8	8	8

- Through Grants Programming, EDC provides funding to Toronto's cultural organizations and programs to encourage dynamic cultural places, spaces and programs across the City.
- EDC's grant funding allows Toronto's cultural organizations and programs to secure funding from additional partners and generate further revenues.

Heritage Programming


Revenues from Fee Based Programs ($'000)

	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
▨ $ revenue from fee-based programs	1,171	925	950	975	1,000

- Heritage based programs and events generate revenue for the City through permits, programs, events and rental fees.
- The decrease in revenue for 2015 is a result of an increase in 2013 and 2014 attributed to the Bi-Centennial celebrations.
- A steady increase is expected between 2016 and 2018.

Table 3
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Arts Programming	2,698.2	2,774.8		2,774.8	76.7	2.8%	122.1	**2,896.9**	198.8	7.4%	3.8	0.1%	19.5	0.7%
Cultural Development	2,384.5	2,477.8		2,477.8	93.3	3.9%	85.0	**2,562.8**	178.3	7.5%	0.1	0.0%	8.8	0.3%
Cultural Grants	27,830.1	27,830.1		27,830.1	(0.0)	(0.0%)	3,390.1	**31,220.2**	3,390.1	12.2%	0.0	0.0%	0.1	0.0%
Events Programming	13,203.0	7,140.2		7,140.2	(6,062.9)	(45.9%)	628.0	**7,768.2**	(5,434.9)	(41.2%)	1.4	0.0%	29.2	0.4%
Heritage Programming	14,444.6	13,874.5		13,874.5	(570.1)	(3.9%)	240.2	**14,114.7**	(329.9)	(2.3%)	17.2	0.1%	91.8	0.6%
Total Gross Exp.	60,560.3	54,097.3		54,097.3	(6,463.0)	(10.7%)	4,465.3	**58,562.6**	(1,997.6)	(3.3%)	22.4	0.0%	149.4	0.3%
REVENUE														
Arts Programming	611.6	611.6		611.6				**611.6**				0.0%		
Cultural Development	351.7	351.7		351.7				**351.7**				0.0%		
Cultural Grants	3,200.0	3,200.0		3,200.0				**3,200.0**				0.0%		
Events Programming	8,225.8	2,263.0		2,263.0	(5,962.7)	(72.5%)		**2,263.0**	(5,962.7)	(72.5%)		0.0%		
Heritage Programming	3,893.6	3,353.6		3,353.6	(540.0)	(13.9%)		**3,353.6**	(540.0)	(13.9%)		0.0%		
Total Revenues	16,282.7	9,780.0		9,780.0	(6,502.7)	(39.9%)		**9,780.0**	(6,502.7)	(39.9%)				
NET EXP.														
Arts Programming	2,086.6	2,163.2		2,163.2	76.7	3.7%	122.1	**2,285.3**	198.8	9.5%	3.8	0.2%	19.5	0.9%
Cultural Development	2,032.8	2,126.0		2,126.0	93.3	4.6%	85.0	**2,211.0**	178.3	8.8%	0.1	0.0%	8.8	0.4%
Cultural Grants	24,630.1	24,630.1		24,630.1	(0.0)	(0.0%)	3,390.1	**28,020.2**	3,390.1	13.8%	0.0	0.0%	0.1	0.0%
Events Programming	4,977.3	4,877.2		4,877.2	(100.1)	(2.0%)	628.0	**5,505.2**	527.9	10.6%	1.4	0.0%	29.2	0.5%
Heritage Programming	10,550.9	10,520.8		10,520.8	(30.1)	(0.3%)	240.2	**10,761.0**	210.1	2.0%	17.2	0.2%	91.8	0.9%
Total Net Exp.	44,277.6	44,317.3		44,317.3	39.7	0.1%	4,465.3	**48,782.6**	4,505.1	10.2%	22.4	0.0%	149.4	0.3%
Approved Positions	208.2	198.6		198.6	(9.6)	(4.6%)	6.0	**204.6**	(3.6)	(1.7%)	(0.0)	0.0%		

The 2016 Operating Budget for Cultural Services provides funding for the following:

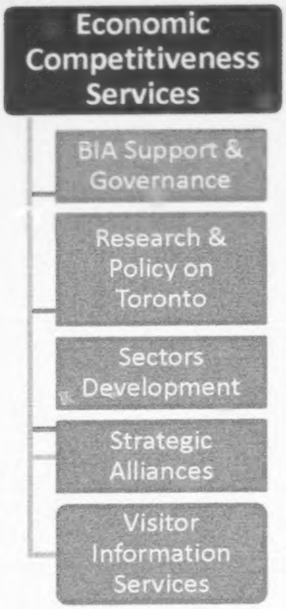
- Organize Cultural Hotspot North with community partners.
- Deliver the 11th edition of Nuit Blanche on October 1, 2016.
- Begin implementation of the Museums and Heritage Services 5-year Roadmap focusing on a number of key strategic directions.
- Continue to develop new exhibits and dynamic programming at the historical museums to engage audiences and build awareness and visitation.
- Develop and begin to implement an Event Bidding and Hosting Strategy.
- Continue music initiatives through programs such as Music 311 and Live from City Hall.
- Continue the Council approved Arts and Culture Phase-in Plan.

The Cultural Services' 2016 Operating Budget of $58.563 million gross and $48.783 million net is $4.505 million or 10.2% above the 2015 Approved Net Budget.

Base budget pressures in Cultural Services are primarily due to the inflationary increases and progression pay which are partially offset by additional revenue from sponsorships and rentals.

The 2016 Operating Budget includes $4.465 million of the $5 million increase in tax funding (New/Enhanced Initiatives) as outlined in the previously approved plan to increase the per capita investment in arts and culture. See discussion on page 25.

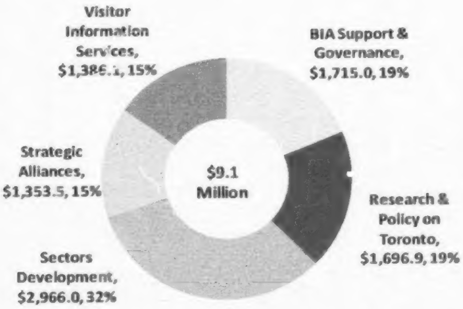
Economic Competitiveness Services


Economic Competitiveness Services
BIA Support & Governance
Research & Policy on Toronto
Sectors Development
Strategic Alliances
Visitor Information Services

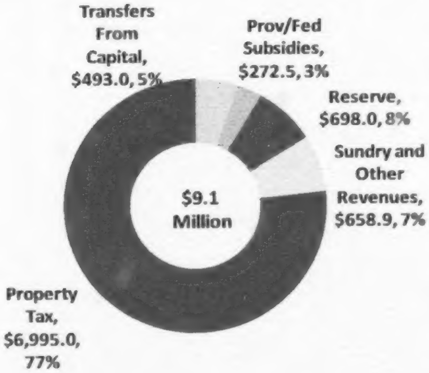
What We Do

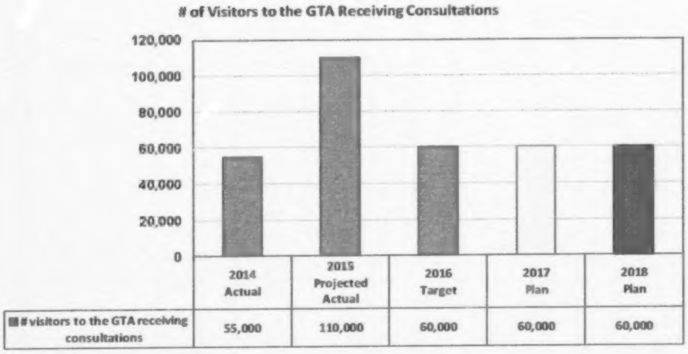
- Facilitate job creation and tax base expansion, by fostering Toronto's economic competitiveness and strength in strategic industry sectors.
- Provide legislative oversight and professional advice to 81 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- Conduct a range of programs and initiatives that anchor, strengthen and expand Toronto's key economic sectors.
- Continue to accelerate economic growth and job creation in Toronto by implementing the strategic plan "*Collaborating for Competitiveness*".

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)





	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
■ # visitors to the GTA receiving consultations	55,000	110,000	60,000	60,000	60,000

- Visitors Services provides Toronto's visitors and residents with the information they need to enjoy the city.
- This measure indicates the number of visitors to whom EDC staff provide information or consultation.
- 2015 projected performance reflects a higher number due to the Pan/ Parapan Am Games.

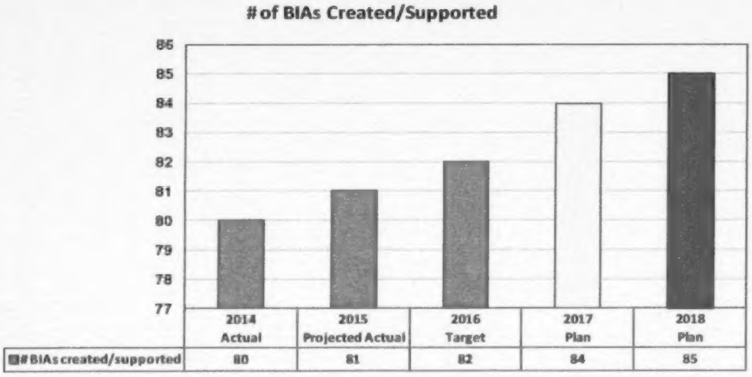
2016 Service Levels

Economic Competitiveness Services

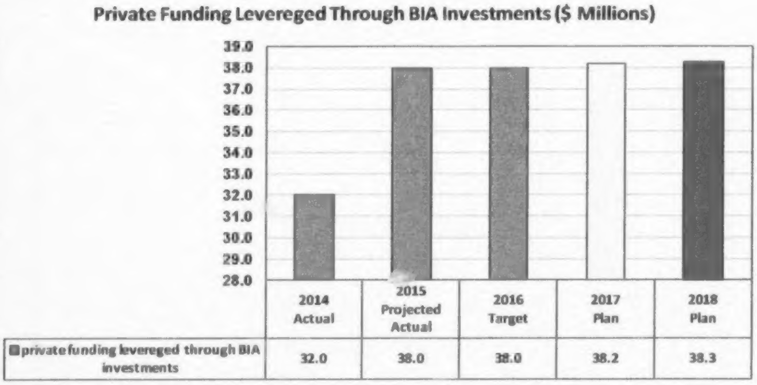
Activity	Sub-Activity/Type	Status	2014	2015	2016
Economic Competitiveness Services					
BIA Support & Governance	Legislative Oversight	Approved	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.	Ensure that audited financial statements, and annual budgets are submitted, and annual general meetings held within approved timeframes 99 % of the time.
		Actual / Projected	Audited financial statements, annual budgets submitted, annual general meetings held within approved timeframes 99 % of the time.	Audited financial statements, annual budgets, AGMs completed within approved timeframes 99% of the time.	N.A.
	Professional Advice and	Approved	Respond to requests form 80 BIA Boards of Management within 24 hours.	Respond to requests from BIA Boards of Management within 24 hours 100% of the time.	Respond to requests from 81 BIA Boards of Management within 24 hours.
	Support	Actual / Projected	Respond to requests form 80 BIA Boards of Management within 24 hours.	Responded to requests from 81 BIA Boards of Management within 24 hours.	N.A.
	Design and Construction	Approved	Achieve a 75% completion rate for Capital Projects.	Achieve a 75% completion rate for Capital Projects.	Achieve a 75% completion rate for Capital Projects
	Services	Actual / Projected	Achieved a 75% completion rate for Capital Projects.	Delivered 75% completion rate of BIA streetscape improvement projects worth over $11.4 million.	N.A.
	Funding	Approved	Approve, administer and complete 60 projects.	Approve, administer and complete 60 projects.	Approve, administer and complete 60 projects.
		Actual / Projected	60 projects approved, administered and completed.	Approved, administered and completed 60 projects.	N.A.
Research & Policy on Toronto	Citywide Economic Strategic	Approved	Meet deadline for up to 40 projects 100% of the time.	Meet project deadlines 100% of the time.	Meet project deadlines 100% of the time.
	Advice and Consultation	Actual / Projected	Met deadline for 35 projects 100% of the time.	Met project deadlines 100% of the time.	N.A.
	Economic Bench Marking /	Approved	Meet deadline for up to 10 projects 100% of the time.	Meet project deadlines 100% of the time.	Meet project deadlines 100% of the time.
	"Best Practices"	Actual / Projected	Met deadline for up to 10 projects 100% of the time.	Met project deadlines 100% of the time.	N.A.
	Economic Overview	Approved	Meet deadline for up to 25 projects 100% of the time.	Meet project deadlines 100% of the time.	Meet project deadlines 100% of the time.
		Actual / Projected	Met deadline for 25 projects 100% of the time.	Met project deadlines 100% of the time.	N.A.
	Intergovernmental Economic	Approved	Meet deadline for up to 5 projects 100% of the time.	Meet project deadlines 100% of the time.	Meet project deadlines 100% of the time.
	Project Support	Actual / Projected	Met deadline for 3 projects 100% of the time.	Met project deadlines 100% of the time.	N.A.
	Research Enquiries (Internal and External)	Approved	Respond to an average of 925 request annually, each within one business day 95% of the time.	Respond to an average of 925 request annually, each within one business day 95% of the time.	Respond to an average of 925 request annually, each within one business day 95% of the time.
		Actual / Projected	Responded to a 925 request, each within one business day 95% of the time.	Responded to an average of 860 request annually, each within one business day 95% of the time.	N.A.
Sectors Development	Business to Business collaboration	Approved	Consult with and/or provide assistance to 300 companies.	Consult with and/or provide assistance to 300 companies.	Consult with and/or provide assistance to 300 companies.
		Actual / Projected	Consulted with and/or provide assistance to 300 companies.	Consulted with and/or provide assistance to 330 companies.	N.A.
	Economic Sectors', Advocacy and Promotion	Approved	Complete 55 projects. Leveraging $1.5 million annually.	Complete 55 projects. Leveraging $1.5 million annually.	Complete 60 projects. Leveraging $1.5 million annually.
		Actual / Projected	Completed 55 projects. Leveraging $1.5 million annually.	Completed 60 projects. Leveraging $1.5 million annually.	N.A.
	Economic Sectors' Support	Approved	Meet project deadline for 20 projects 100% of the time.	Meet project deadline for 20 projects 100% of the time.	Meet project deadline for 30 projects 100% of the time.
		Actual / Projected	Met project deadline for 20 projects 100% of the time.	Met project deadline for 20 projects 100% of the time.	N.A.
Strategic Alliances	Business Matching and Assistance	Approved	Add 10 new companies to Business Opportunities Bulletin Board.	Add 10 new companies to Business Opportunities Bulletin Board.	Add 10 new companies to Business Opportunities Bulletin Board.
		Actual / Projected	Added 10 new companies to Business Opportunities Bulletin Board.	Added 11 new companies to Business Opportunities Bulletin Board.	N.A.
	City to City Alliences	Approved	Undertake 5 partnership/friendship City Economic Development projects.	Undertake 5 partnership/friendship City Economic Development projects.	Undertake 5 partnership/friendship City Economic Development projects. (Review of International Alliances Program and Support International Missions)
		Actual / Projected	Undertook 8 partnership/friendship City Economic Development projects.	Undertook 6 partnership/friendship City Economic Development Projects	N.A.
	Export Assistance and	Approved	Provide export assistance/facilitation to 100 clients	Provide export assistance/facilitation to 100 clients.	Provide export assistance/facilitation to 100 clients.
	Facilitation	Actual / Projected	Provided export assistance/facilitation to 125 clients.	Provided export assistance/facilitation to 137 clients.	N.A.
Visitor Information Services	Consultations with visitors/public	Approved	Provide 100,000 people with accurate information and advice.	Provide 250,000 people with accurate information and advice	Provide 100,000 people with accurate information and advice.
	(interactive)	Actual / Projected	Provided 111,365 people with accurate information and advice	Provided 266,127 people with accurate information and advice	N.A.
	Event Calendar Maintenance	Approved	Post 2300 events.	Post 2300 events.	25000 live individual Events
		Actual / Projected	10,056 live individual events	Posted 26,942 live individual events	N.A
	Hospitality Excellence Program development and coordination ("We've been expecting you")	Approved	Engage 300 organizations in Hospitality Excellence Program (WBEY).	Engage 1000 organizations in Hospitality Excellence program.	Engage 1000 organizations in Hospitality Excellence program.
		Actual / Projected	Engaged 300 organizations in Hospitality Excellence Program (WBEY).	Engaged 750+ organizations	N.A
	Maps and Information Products	Approved	Raise sufficient sponsorships to print/distribute 800, 000.	Raise 100% of sponsorship required to print and distribute 80, 0000 maps.	Raise 100% of sponsorship required to print and distribute 80, 0000 maps.
	(Print, kiosk, web)	Actual / Projected	Raised sponsorships for 80,000 distribution	Raised 25% more than 2014, distributed 2 million maps	N.A
	Neighbourhood tour coordination (TAP into TO!)	Approved	Match at least 775 visitors with volunteers offering tours.	Match at least 775 visitors with volunteers offering tours.	Match at least 775 visitors with volunteers offering tours.
		Actual / Projected	Matched 775 visitors.	Matched 500 visitors with volunteers offering tours	N.A

Service Performance

BIA Support and Governance



- EDC staff work with the BIAs to ensure compliance with legislative requirements and support their on-going activities.
- This measure indicates the number of BIAs being created and requiring staff support.
- As the growth in the number of BIAs continues, there is required growth in the resources to support them.



- The BIA program provides local businesses the funding capacity for various enhancements such as streetscapes and festivals.
- The private funding leveraged through this program enhances the quality of life in BIAs local neighbourhoods and the City as a whole.
- The increase in the number of BIAs increases the City's opportunity to leverage private funding supporting civic improvements.

Table 4
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
BIA Support & Governance	1,768.6	1,601.3		1,601.3	(167.3)	(9.5%)	114.0	**1,715.3**	(53.3)	(3.0%)	2.6	0.2%	15.4	0.9%
Research & Policy on Toronto	1,687.9	1,696.9		1,696.9	9.0	0.5%		**1,696.9**	9.0	0.5%	0.3	0.0%	12.2	0.7%
Sectors Development	3,281.1	2,667.9		2,667.9	(613.2)	(18.7%)	297.6	**2,965.5**	(315.6)	(9.6%)	14.3	0.5%	(23.3)	(0.8%)
Strategic Alliances	1,414.1	1,353.5		1,353.5	(60.6)	(4.3%)		**1,353.5**	(60.6)	(4.3%)	(314.6)	-23.2%	(128.1)	(12.3%)
Visitor Information Services	1,997.1	1,386.1		1,386.1	(611.0)	(30.6%)		**1,386.1**	(611.0)	(30.6%)	1.2	0.1%	7.8	0.6%
Total Gross Exp.	10,148.7	8,705.6		8,705.6	(1,443.1)	(14.2%)	411.6	**9,117.2**	(1,031.5)	(10.2%)	(296.3)	-3.2%	(116.0)	(1.3%)
REVENUE														
BIA Support & Governance	590.3	390.3		390.3	(200.0)	(33.9%)	114.0	**504.3**	(86.0)	(14.6%)	2.5	0.5%	3.9	0.8%
Research & Policy on Toronto	132.5	32.5		32.5	(100.0)	(75.5%)		**32.5**	(100.0)	(75.5%)		0.0%		
Sectors Development	744.6	189.0		189.0	(555.6)	(74.6%)		**189.0**	(555.6)	(74.6%)	(100.0)	-52.9%		
Strategic Alliances	579.5	538.0		538.0	(41.5)	(7.2%)		**538.0**	(41.5)	(7.2%)	(314.5)	-58.5%	(133.5)	(59.7%)
Visitor Information Services	1,502.6	858.6		858.6	(644.0)	(42.9%)		**858.6**	(644.0)	(42.9%)				
Total Revenues	3,549.5	2,008.4		2,008.4	(1,541.1)	(43.4%)	114.0	**2,122.4**	(1,427.1)	(40.2%)	(412.0)	-15.7%	(129.6)	(8.2%)
NET EXP.														
BIA Support & Governance	1,178.3	1,211.0		1,211.0	32.7	2.8%		**1,211.0**	32.7	2.8%	0.1	0.0%	11.5	0.9%
Research & Policy on Toronto	1,555.4	1,664.4		1,664.4	109.0	7.0%		**1,664.4**	109.0	7.0%	0.3	0.0%	12.2	0.7%
Sectors Development	2,536.5	2,478.9		2,478.9	(57.6)	(2.3%)	297.6	**2,776.5**	240.0	9.5%	114.3	4.1%	(23.3)	(0.8%)
Strategic Alliances	834.6	815.4		815.4	(19.2)	(2.3%)		**815.4**	(19.2)	(2.3%)	(0.1)	0.0%	5.4	0.7%
Visitor Information Services	494.4	527.5		527.5	33.0	6.7%		**527.5**	33.0	6.7%	1.2	0.2%	7.8	1.5%
Total Net Exp.	6,599.2	6,697.2		6,697.2	98.0	1.5%	297.6	**6,994.8**	395.6	6.0%	115.8	1.7%	13.6	0.2%
Approved Positions	58.2	60.1		60.1	1.8	3.1%	2.0	**62.1**	3.8	6.6%		0.0%		

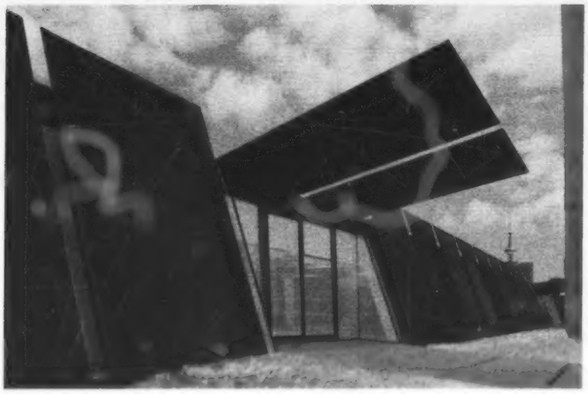
The 2016 Operating Budget for Economic Competitiveness Services provides funding for the following:

- Provide legislative oversight and professional advice to 81 BIAs, ensuring implementation of effective economic development and streetscape improvement programs.
- Conduct a range of programs and initiatives that anchor, strengthen and expand Toronto's key economic sectors.
- Continue to facilitate export development opportunities for Toronto based businesses including promoting trade opportunities arising from the Canada-EU Trade Agreement.
- Support approximately 30 independent music festivals by helping festival organizers liaise with other City departments, especially Transportation Services, Parks, Forestry & Recreation, and Municipal Licensing and Standards.
- Work with Toronto Music Advisory Council to prepare a Music Strategy draft document for public consultation and submission for adoption by City Council.

The Economic Competitiveness Services' 2016 Operating Budget of $9.117 million gross and $6.995 million net is $0.396 million or 6% above the 2015 Approved Net Budget.

Base budget pressures in Economic Competitiveness Services are primarily due to known salary and benefits increases which are fully offset by additional revenue from sponsorships.

The 2016 Operating Budget includes $0.298 million of the $5 million increase in tax funding (New/Enhanced Initiatives) as outlined in the previously approved plan to increase the per capita investment in arts and culture. See discussion on page 25.



Economic Development & Culture

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Economic Development and Culture's (EDC) 10-Year Capital Plan supports the Program's mission to advance the City's prosperity, opportunity and liveability by fostering employment & investment, cultural expression and experiences and engaging partners in the planning & development of the City's cultural and economic resources.

The 2016-2025 Capital Budget and Plan of $134.390 million focuses on maintaining EDC's heritage buildings in a state of good repair, revitalizing neighbourhoods and the generation of economic growth through capital works such as BIA Streetscape Improvement and the maintenance of public art.

The Economic Development and Culture's 10-Year Capital Plan also includes service improvement and growth initiatives such as the Guild Revitalization, completion of the Fort York Visitor Centre, and public art development projects at various locations.

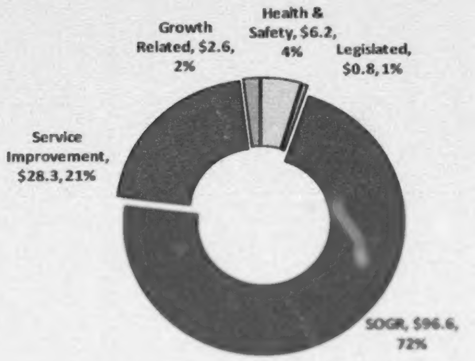
2016 Capital Budget Highlights

The 2016 Capital Budget for Economic Development and Culture of $15.980 million, excluding carry forward funding, will provide:

- ✓ $6.386 million for BIA Streetscape, Commercial Façade Improvement and Mural projects to invest in BIAs and commercial districts.
- ✓ $1.099 million for Cultural Infrastructure Development, including $0.500 million for Guild Inn Revitalization and $0.199 for public art development.
- ✓ $3.538 million for Service Enhancement projects, including $1.512 million for Fort York Visitor Centre.
- ✓ $2.785 million for Restoration/Preservation of Heritage elements, including $0.567 million for Casa Loma restoration.
- ✓ $1.463 million for Major Maintenance projects, including $0.570 million for the John Street Roundhouse museum.

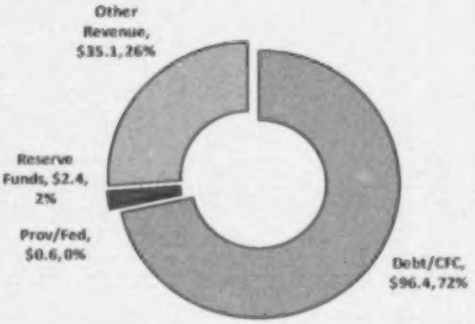
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$134.390 Million

2016-2025 Capital Budget and Plan by Funding Source



$134.390 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $134.390 million provides funding for projects in these major areas:

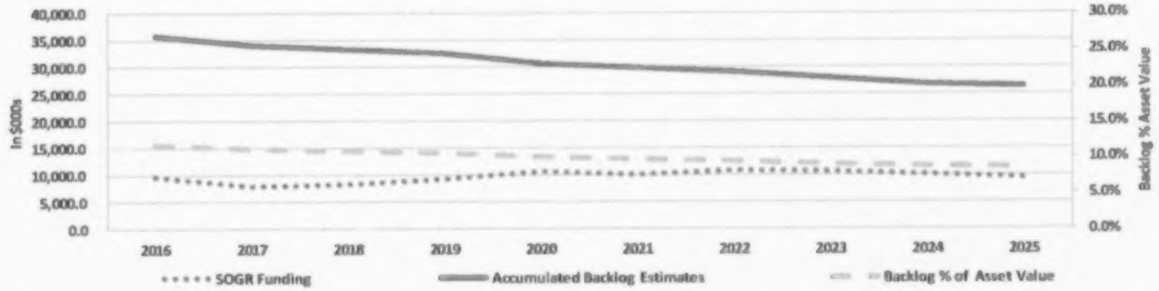
- City owned museums, heritage sites and theatres;
- BIA Streetscape and commercial district improvements;
- Public art maintenance; and
- Information technology initiatives.

Where does the money come from?

- New debt funding of $96.355 million comprises 71.7% of the total funding and meets debt affordability target over the 10-year planning period, although under the target in 2016 and 2017 and over the target in 2020.
- Reserve funds of $2.361 million represent 1.8% of the total funding over the ten-year planning period.
- Provincial and federal funding accounts for $0.574 million or 0.4% of the total funding and includes the federal grant for Canada 150 projects.
- Other revenues of $35.100 million account for 26.1% of the total funding, including matching funding from the BIAs for the BIA Streetscape projects and Section 37 funds.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $96.552 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 11.7% in 2016 to 8.5% in 2025.

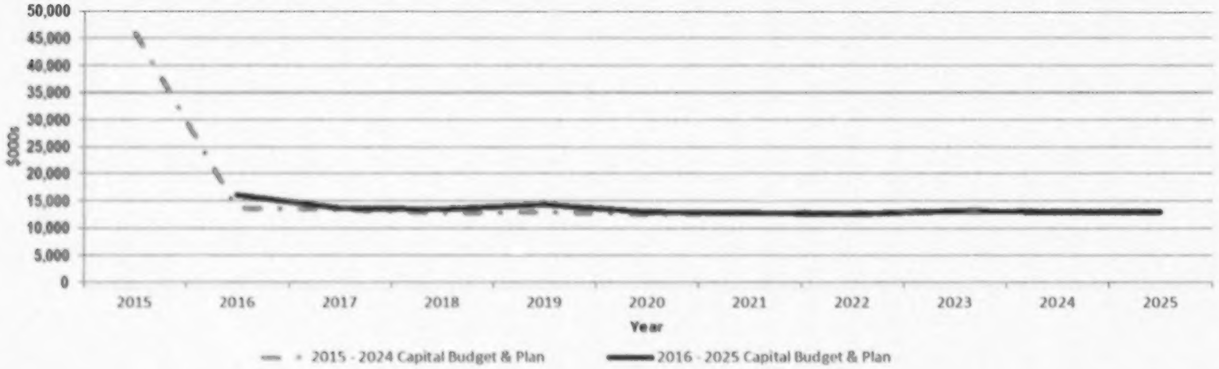


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $28.745 million in capital funding from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $28.745 million or 17.6% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	45,998	13,670	13,520	12,835	12,862	12,520	12,770	12,770	13,120	13,070		**163,135**
2016 - 2025 Capital Budget & Plan		15,980	13,633	13,385	14,242	12,950	12,700	12,650	13,050	12,950	12,850	**134,390**
Change %		**16.9%**	**0.8%**	**4.3%**	**10.7%**	**3.4%**	**(0.5%)**	**(0.9%)**	**(0.5%)**	**(0.9%)**		**(17.6%)**
Change $		**2,310**	**113**	**550**	**1,380**	**430**	**(70)**	**(120)**	**(70)**	**(120)**		**(28,745)**

As made evident in the chart above, the $28.745 million decrease in the Capital Program reflects the fact that the 2015 Capital Budget included $21.985 million in carry forward funding from 2014 for such projects as Fort York Visitor Centre and Casa Loma Restoration. This 2014 carry forward funding significantly increased the total available funding in 2015.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $4.403 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Economic Development and Culture's capital projects based on the following factors:

- ✓ Adjustment of the timing for various projects based on the availability and readiness of work sites.
- ✓ Phasing of the IT projects in order to distinguish between the concept development/detailed design phase and subsequent implementation phase.
- ✓ Adjustments to six capital projects to replace debt with federal funding that will be received through Canada 150 Community Infrastructure Program.
- ✓ Reallocation of funding from a number of projects (including projects receiving Canada 150 federal funding) to the Fort York Visitor Centre capital project to support its completion in 2016.

The following table provides details by project category within the 2016 – 2025 Capital Budget and Plan for Economic Development and Culture:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total
Total Expenditures by Category												
Health & Safety												
Restoration/Preservation of Heritage Elements		567	1,890	357	499	300	700	550	300	500	500	**6,163**
Sub-Total		**567**	**1,890**	**357**	**499**	**300**	**700**	**550**	**300**	**500**	**500**	**6,163**
Legislated												
Restoration/Preservation of Heritage Elements		100										**100**
Major Maintenance		99		59		100	100	50	100	100	100	**708**
Sub-Total		**199**	-	**59**	-	**100**	**100**	**50**	**100**	**100**	**100**	**808**
State of Good Repair												
Restoration/Preservation of Heritage Elements	398	2,037	1,518	1,511	1,612	3,010	1,900	2,050	2,750	2,000	1,500	**19,888**
Refurbishment and Rehabilitation	50	303	347		100		800	1,500		200		**3,250**
Collections Care			81	99	600	200		150	200	100	250	**1,680**
Major Maintenance	545	1,364	551	983	1,300	1,500	1,200	1,100	1,100	1,250	1,150	**11,498**
BIA Equal Share Funding		4,217	4,385	4,581	4,581	4,781	4,981	4,981	5,381	5,381	5,381	**48,650**
BIA Financed Funding		1,598	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	1,098	**11,480**
Village of Islington		106										**106**
Sub-Total	**993**	**9,625**	**7,980**	**8,272**	**9,291**	**10,589**	**9,979**	**10,879**	**10,529**	**10,029**	**9,379**	**96,552**
Service Improvements												
Cultural Infrastructure Development	500	545	1,223	1,314	594	350			300			**4,326**
Service Enhancements	400	3,538	1,714	1,768	2,490	290	950		950	1,600	2,200	**15,500**
Refurbishment and Rehabilitation							100					**100**
Collections Care				247				3[illegible]			100	**647**
Economic Competitiveness Data Mgnt System		300	200	500	500	500						**2,000**
Commercial Façade Improvement Program	300	521	521	521	521	521	521	521	521	521	521	**5,210**
Mural Program		50	50	50	50	50	50	50	50	50	50	**500**
Sub-Total	**1,200**	**4,954**	**3,708**	**4,400**	**4,155**	**1,711**	**1,621**	**871**	**1,821**	**2,171**	**2,871**	**28,283**
Growth Related												
Cultural Infrastructure Development	250	554	55	297	297	250	300	300	300	150		**2,503**
Restoration/Preservation of Heritage Elements		81										**81**
Sub-Total	**250**	**635**	**55**	**297**	**297**	**250**	**300**	**300**	**300**	**150**	-	**2,584**
Total Expenditures by Category (excluding carry forward)	**2,443**	**15,980**	**13,633**	**13,385**	**14,242**	**12,950**	**12,700**	**12,650**	**13,050**	**12,950**	**12,850**	**134,390**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)*

Long-Term Care Homes & Services

2016 OPERATING BUDGET OVERVIEW

Long-Term Care Homes & Services (LTCHS) provides a continuum of high quality long-term care services to eligible adults in both long-term care homes and the community. LTCHS are leaders in excellence and ground-breaking services for healthy aging.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $253.489 million gross and $47.413 million net as shown below.

	2015		Change	
in $000's)	Approved	2016 Budget	$	%
Gross Expenditures	242,138.6	253,489.7	11,351.1	4.7%
Gross Revenues	195,942.6	206,076.7	10,134.1	5.2%
Net Expenditures	**46,196.0**	**47,413.00**	**1,217.0**	**2.6%**

For 2016, the opening net pressure was $1.585 million primarily driven by the operating impact of reopening Kipling Acres Phase II facility. These pressures were partially offset by Ministry of Health and Long-Term Care (MOHLTC) user fee rate increase for basic and preferred accommodations, as well as base expenditure and efficiency savings. As a result, Long-Term Care Homes & Services' 2016 Operating Budget is $1.217 million higher than 2015.

Fast Facts

- LTCHS offers long-term care homes providing permanent, convalescent, and short-stay admissions; community based programs; including adult day programs, supportive housing services, and homemaking services.
- Supportive 24 hour assistance Housing Services at 9 sites to 525 seniors. Residents come from 50 countries of origin, communicate in 38 languages and practice 34 faith denominations.
- 2,200 volunteers providing over 134,000 hours per year.
- Approximately 2,600 clients throughout the City assisted to remain in their own homes by Homemakers and Nurses Services program.

2016 Operating Budget Highlights

- Respond to increasingly complex and rising needs of LTC residents

  LTCHS will continue to provide service through permanent admission, short stay and convalescent care for residents with multiple diagnoses and complex care needs.

  - ✓ The 2016 Operating Budget includes $2.618 million in increased Provincial funding to address rise in resident acuity, as funding of $0.734 million to support individuals living in the community to maintain their independence as well as $0.150 million additional funding for the expansion of Homemakers and Nurse Services (HMNS program to reach 400 additional clients.
  - ✓ LTCHS will maintain an occupancy rate of 97% or higher to respond to community needs while maximizing provincial and LHIN subsidies.
  - ✓ LTCHS will continue to advocate for additional funding from the Province.

2015 Key Service Accomplishments

In 2015, Long-Term Care Homes & Services accomplished the following:

- ✓ Enhanced care and services based on best practice information.
- ✓ Continued to expand the division's ability to serve individuals who are frequently unable to secure care and service through other providers
- ✓ Developed 5-year service plan that details strategies and actions to improve and prioritize long-term care services provided by the City of Toronto.
- ✓ Hosted a bilingual Senior's Wellness Symposium to increase awareness of the services and programs available to francophones and bilingual speaking individuals, community agencies and health-care providers in the Toronto area.
- ✓ Celebrated 40 years of service at Castleview Wychwood Towers and 25 years of service at Seven Oaks and at Lakeshore Lodge.
- ✓ Hosted Residents' Summits for 228 long-term care residents to network, share and learn from guest speakers and educational presentations.
- ✓ Made presentations at Accreditation Canada Quality Conference to national attendees on three (3) topics: Reducing Medication Interruptions, Implementing Effective Strategies to Reduce Restraint and Reducing the Potential of an Outbreak.
- ✓ Excellence in Volunteering Awards presented and celebration of support by approximately 2,200 people of all ages, neighborhoods and backgrounds that support the division by giving their time, energy, skills and passion to enhance the lives of residents and clients. 134,000 hours of volunteer service supports a variety of programs, such as recreation programs, gift shops, cultural and religious activities, outings and fundraising.
- ✓ Support for leadership excellence in healthy aging through continuous improvement, customer service, education, innovation, research, teamwork, partnerships and technology.
- ✓ Participated as an early adopter in *ConnectingGTA*, an electronic portal for healthcare service providers which allows clinicians to provide better, timelier and more coordinated care by sharing hospital reports, community documentation, imaging reports and lab data.

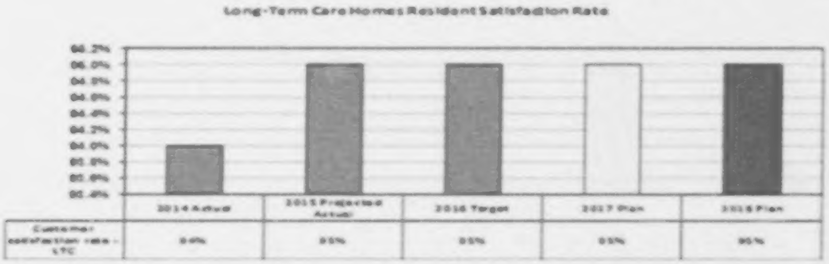
Our Service Deliverables for 2016

Long-Term Care Homes & Services provides a variety of exemplary services along a comprehensive and flexible continuum of care – from enabling vulnerable individuals to continue living in the community to healthy aging and quality end-of-life care in LTCHS' homes.

The 2016 Operating Budget will:

- Support the Toronto Seniors Strategy to meet growing demand for long-term care services resulting from changing demographics and new populations.
- Re-open Kipling Acres Phase II, 145 bed long-term care home and community hub bringing the original 337 bed site back into full service.
- Initiate implementation of the 2016-2020 Service Plan's main priority areas: Deliver exemplary care and services, serve vulnerable individuals and respond to emerging needs; and lead advances in long-term care and support services to seniors.
- Undertake a comprehensive division-wide national accreditation process in partnership with an expert external team of reviewers.
- Continue to provide 14,000 client days of service for Adult Day Programs; continue to provide 525 clients with Supportive Housing Services, 86,000 client visits per year under the Homemakers and Nurses Services.

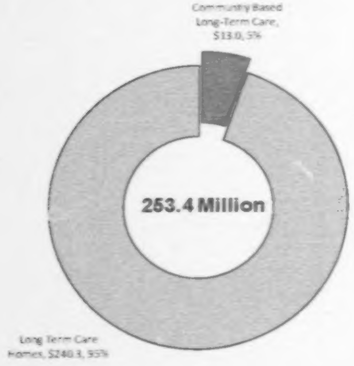
% of Potholes Serviced within Timeframe



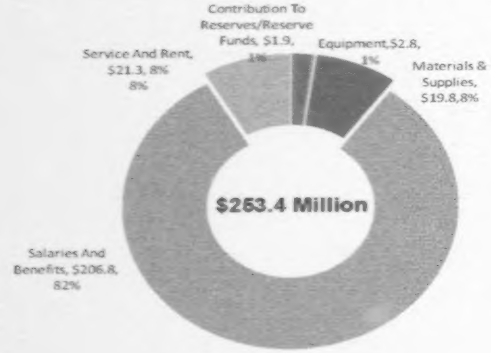
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

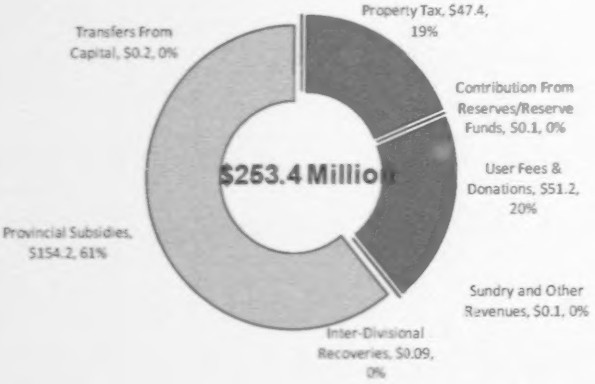


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Respond to increasingly complex and rising needs of LTC residents**

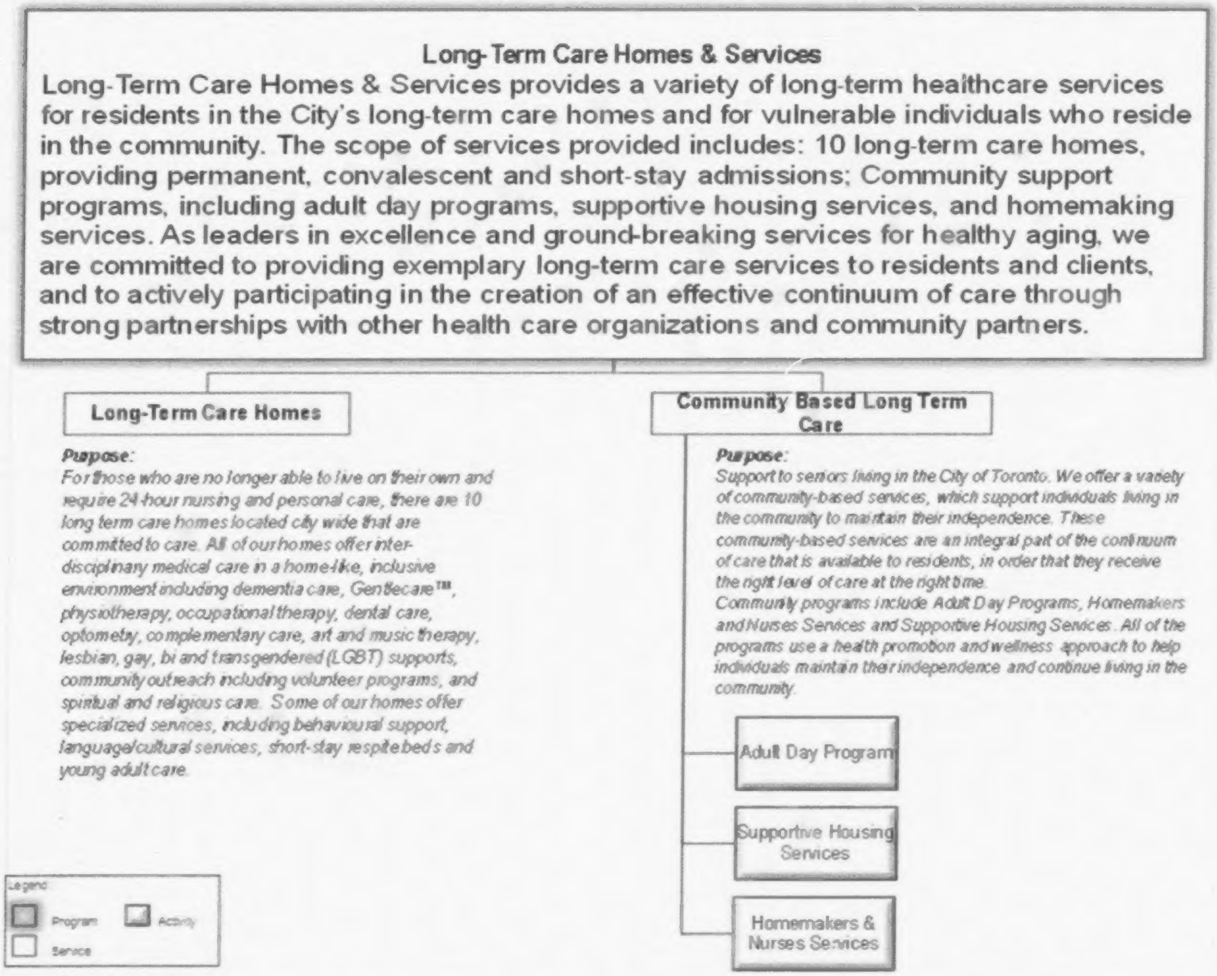
  LTCHS will continue to provide service through permanent admission, short stay and convalescent care for residents with multiple diagnoses and complex care needs.

  - ✓ The 2016 Operating Budget includes $2.618 million in increased Provincial funding to address rise in resident acuity, as funding of $0.734 million to support individuals living in the community to maintain their independence as well as $0.150 million additional funding for the expansion of Homemakers and Nurse Services (HMNS program to reach 400 additional clients.
  - ✓ LTCHS will maintain an occupancy rate of 97% or higher to respond to community needs while maximizing provincial and LHIN subsidies.
  - ✓ LTCHS will continue to advocate for additional funding from the Province.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Long-Term Care Homes & Services of $253.489 million gross and $47.413 million net provides funding for two services, Long-Term Care Homes and Community Based Long-Term Care program.
- The budget as presented is $1.217 million or 2.6% over the 2015 Approved Budget. The following measures were taken:
  - ✓ The identification of sustainable, on-going 1% in efficiency savings / productivity gains ($0.519 million); and
  - ✓ Resident accommodation fees were increased in accordance with provincial regulations.
- Any further reductions are not included as they would negatively impact service levels.

Program Map



Long-Term Care Homes & Services

Long-Term Care Homes & Services provides a variety of long-term healthcare services for residents in the City's long-term care homes and for vulnerable individuals who reside in the community. The scope of services provided includes: 10 long-term care homes, providing permanent, convalescent and short-stay admissions; Community support programs, including adult day programs, supportive housing services, and homemaking services. As leaders in excellence and ground-breaking services for healthy aging, we are committed to providing exemplary long-term care services to residents and clients, and to actively participating in the creation of an effective continuum of care through strong partnerships with other health care organizations and community partners.

Long-Term Care Homes

Purpose:

For those who are no longer able to live on their own and require 24-hour nursing and personal care, there are 10 long term care homes located city wide that are committed to care. All of our homes offer inter-disciplinary medical care in a home-like, inclusive environment including dementia care, Gentlecare™, physiotherapy, occupational therapy, dental care, optometry, complementary care, art and music therapy, lesbian, gay, bi and transgendered (LGBT) supports, community outreach including volunteer programs, and spiritual and religious care. Some of our homes offer specialized services, including behavioural support, language/cultural services, short-stay respite beds and young adult care.

Community Based Long Term Care

Purpose:

Support to seniors living in the City of Toronto. We offer a variety of community-based services, which support individuals living in the community to maintain their independence. These community-based services are an integral part of the continuum of care that is available to residents, in order that they receive the right level of care at the right time.

Community programs include Adult Day Programs, Homemakers and Nurses Services and Supportive Housing Services. All of the programs use a health promotion and wellness approach to help individuals maintain their independence and continue living in the community.

Adult Day Program

Supportive Housing Services

Homemakers & Nurses Services

Service Customer

Long-Term Care Homes

- Residents (Seniors and adults with disabilities and/or chronic illnesses
- Persons recovering from surgery or serious illness
- Persons requiring respite
- Family members and partners
- Family caregivers (short stay)
- Staff and volunteers
- Health system partners
- Community partners
- Community Care Access Centres
- Local Health Integration Networks
- Ministry of Health and Long-Term Care

Community Based Program

- Frail seniors
- Adults with disabilities
- Adults with chronic illnesses and/or functional limitations over the age of 59 years of age
- Family members and partners
- Community Care Access Centres
- Community agencies
- Housing providers, including Toronto Community Housing
- Toronto Public Health
- Healthcare partners
- Local Health Integration Networks
- Ministry of Health and Long-Term Care
- Contracted service providers

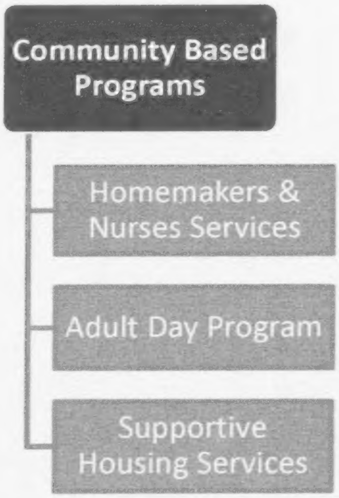
Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Communtiy Based Long-Term Care											
Gross Expenditures	12,183.8	12,183.8	12,347.4	750.0	13,097.4	913.6	7.5%	6.7	0.1%	23.4	0.2%
Revenue	10,788.5	10,788.5	10,952.1	600.0	11,552.1	763.6	7.1%				
Net Expenditures	1,395.3	1,395.3	1,395.3	150.0	1,545.3	150.0	10.8%	6.7	0.4%	23.4	1.5%
Long Term Care Homes											
Gross Expenditures	229,954.8	229,988.3	240,392.3		240,392.3	10,437.5	4.5%	3,114.2	1.3%	860.4	0.4%
Revenue	185,154.1	185,154.2	194,524.6		194,524.6	9,370.5	5.1%	1,866.3	1.0%		
Net Expenditures	44,800.7	44,834.1	45,867.7		45,867.7	1,067.0	2.4%	1,247.9	2.7%	860.4	1.8%
Total											
Gross Expenditures	242,138.6	242,172.1	252,739.7	750.0	253,489.7	11,351.1	4.7%	3,120.9	1.2%	883.8	0.3%
Revenue	195,942.6	195,942.7	205,476.7	600.0	206,076.7	10,134.1	5.2%	1,866.3	0.9%		
Total Net Expenditures	46,196.0	46,229.4	47,263.0	150.0	47,413.0	1,217.0	2.6%	1,254.6	2.6%	883.8	1.8%
Approved Positions	2,225.9	2,225.9	2,372.0		2,372.0	146.1	6.6%				

The Long-Term Care Homes & Services' 2016 Operating Budget is $253.489 million gross and $47.413 million net, representing a 2.6% increase over the 2015 Approved Net Operating Budget and includes reductions to achieve the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

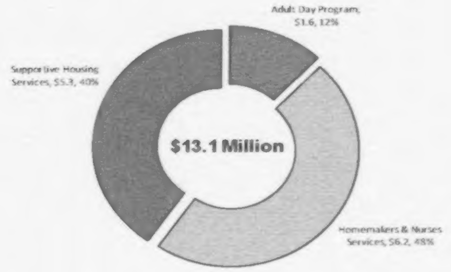
- Base pressures in the Long-Term Care Homes service are due to the re-opening of Kipling Acres Phase II facility ($1.529 million net), known salary and benefit adjustments ($0.418 million net) as well as other corporate inflationary increases that are driving the overall costs for the Program.
- The above pressures were partially mitigated by revenue adjustments due to increased accommodation fees (basic and preferred) of $0.828 million and efficiency savings of $0.518 million net.
- The 2016 Operating Budget includes new funding of $0.750 million gross and $0.150 million net for the Expansion of the Homemakers and Nurse Services (HMNS) Program. This will increase the capacity of the existing program by 31,200 additional hours of homemaking services to reach 400 additional clients.
- Approval of the 2016 Operating Budget will result in Long-Term Care Homes & Services increasing its total staff complement by 146.1 positions from 2,225.9 to 2,372.0
- The 2017 and 2018 Plan increases are attributable to the annualized impact of adding 115.6 positions for Kipling Acres Phase II.



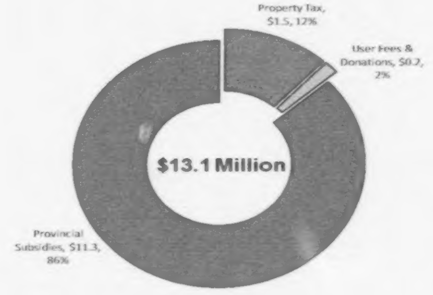
What We Do

- Provide quality care and services to improve or maintain the independence and quality of life of clients that may be isolated, vulnerable or would otherwise not be able to live independently in their homes.
- Provide day-time wellness programming, recreation and social activities for frail seniors living in the community.
- Provide supportive housing services such as light housekeeping and laundry, light meal preparation to eligible clients who are tenants in the nine designated supportive housing sites across the City.

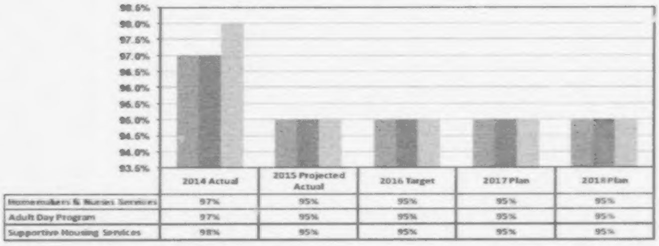
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Customer Satisfaction Rate



	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Homemakers & Nurses Services	97%	95%	95%	95%	95%
Adult Day Program	97%	95%	95%	95%	95%
Supportive Housing Services	98%	95%	95%	95%	95%

- LTCHS performs surveys for clients to assess their level of satisfaction with services provided by the Program.
- The levels of satisfaction for the 3 activities included in the Community Based Program are expected to remain at or above the 95% divisional threshold for the next 3 years.

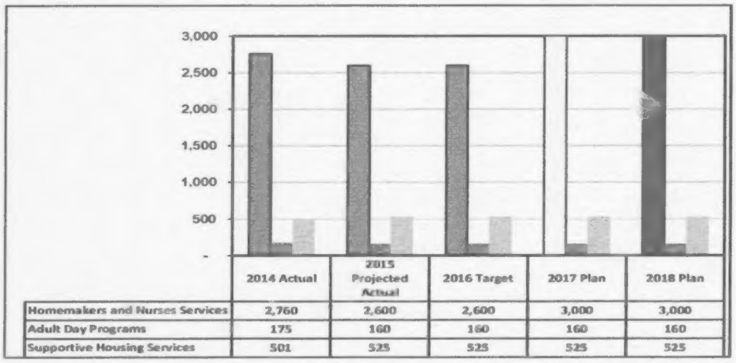
2016 Service Levels
Community Based Programs

Activity	Type	Status	2012	2013	2014	2015	2016
Adult Day Program	Adult Day Services	Approved	Mon-Fri, 52 Weeks/year			Service Availability (Adult Day Programs): Mon-Fri, 52 weeks/year	
Supportive Housing Services	Personal Care and Homemaking	Approved	24 hours/day, 365 day/year			Service Availability (Supportive Housing Services): 24 hours/day, 365 day/year	
Homemakers & Nurses Services	Homemaking	Approved	Mon-Fri, 52 Weeks/year			Service Availability (Homemakers & Nurses Services): Mon-Fri, 52 weeks/year	

The 2016 Service Levels for Community Based Program Service are consistent with 2015 approved Service Levels.

Service Performance

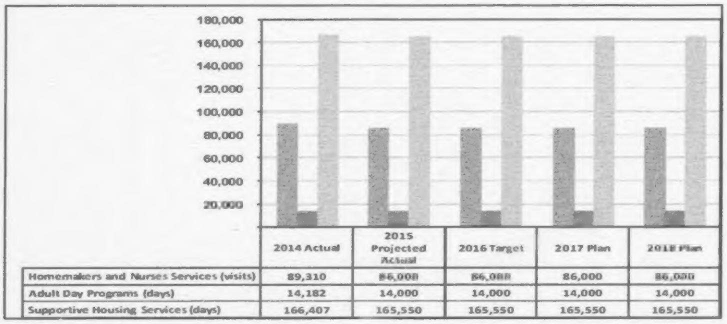
Number of clients served



	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Homemakers and Nurses Services	2,760	2,600	2,600	3,000	3,000
Adult Day Programs	175	160	160	160	160
Supportive Housing Services	501	525	525	525	525

- The number of clients served in the Homemakers & Nurses Services are expected to increase by 400 additional clients in 2017 and beyond as a result of the increased investment. With 2016 being the transition year wherein the assessment of individuals on the waiting list will be initiated.

Number of visits (client days)



	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Homemakers and Nurses Services (visits)	89,310	86,000	86,000	86,000	86,000
Adult Day Programs (days)	14,182	14,000	14,000	14,000	14,000
Supportive Housing Services (days)	166,407	165,550	165,550	165,550	165,550

- The number of client visits in Homemakers & Nurses Services, Adult day Programs and Supportive Housing Service will be maintained at 2014 levels. The 2015 levels will be maintained throughout 2018.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Adult Day Program	1,557.9	1,587.9		1,587.9	30.0	1.9%		**1,587.9**	30.0	1.9%	2.5	0.2%	5.6	0.4%
Homemakers & Nurses Services	5,471.6	5,471.6		5,471.6			750.0	**6,221.6**	750.0	13.7%	3.2	0.1%	10.9	0.2%
Supportive Housing Services	5,154.3	5,287.9		5,287.9	133.6	2.6%		**5,287.9**	133.6	2.6%	1.1	0.0%	6.8	0.1%
Total Gross Exp.	12,183.8	12,347.4		12,347.4	163.6	1.3%	750.0	**13,097.4**	913.6	7.5%	6.7	0.1%	23.4	0.2%
REVENUE														
Adult Day Program	1,557.9	1,587.9		1,587.9	30.0	1.9%		**1,587.9**	30.0	1.9%				
Homemakers & Nurses Services	4,076.3	4,076.3		4,076.3			600.0	**4,676.3**	600.0	14.7%				
Supportive Housing Services	5,154.3	5,287.9		5,287.9	133.6	2.6%		**5,287.9**	133.6	2.6%				
Total Revenues	10,788.5	10,952.1		10,952.1	163.6	1.5%	600.0	**11,552.1**	763.6	7.1%				
NET EXP.														
Adult Day Program											2.5		5.6	
Homemakers & Nurses Services	1,395.3	1,395.3		1,395.3	(0.0)	(0.0%)	150.0	**1,545.3**	150.0	10.8%	3.2	0.2%	10.9	0.7%
Supportive Housing Services											1.1		6.8	
Total Net Exp.	1,395.3	1,395.3		1,395.3			150.0	**1,545.3**	150.0	10.8%	6.7	0.4%	23.4	1.5%
Approved Positions	44.1	44.2	(1.1)	43.1	(1.0)	(2.3%)		**43.1**	(1.0)	(2.3%)				

The ***Community Based Programs*** provides quality care and services to improve or maintain the independence and quality of life of individuals living in the community. These services are an essential part of the continuum of care that is available to residents to ensure they receive the right level of care at the right time and in the right place.

- The 2016 Operating Budget of $13.097 million gross and $1.545 million net for this service is $0.150 million or 10.8% over the 2015 Approved Net Budget.
- Base pressures are primarily attributed to known salary and benefit adjustments which have been partially offset by increased client fees.
- MOHLTC and LHIN will provide additional funding of $0.133 million to support the final phase of the hourly wage increase for the Personal Support Workers (PSWs) that work in the community care sector. The MOHLTC increased the hourly rate for community agency personal support workers by $4.00. The initiative will be fully funded by the province with no impact to the City.

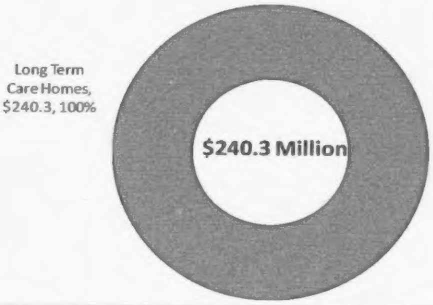
Long-Term Care Homes

Long-Term Care Homes

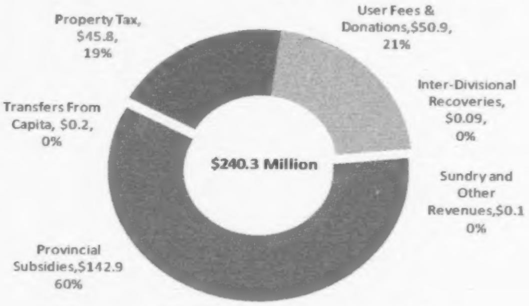
What We Do

- Provide continuum of long-term care and services for residents with various diagnoses and multiple degrees of physical frailties, cognitive impairments and complex care needs.
- Provide a short-stay admission program, stroke rehabilitation, convalescent care programs, specialized behavioural support services.

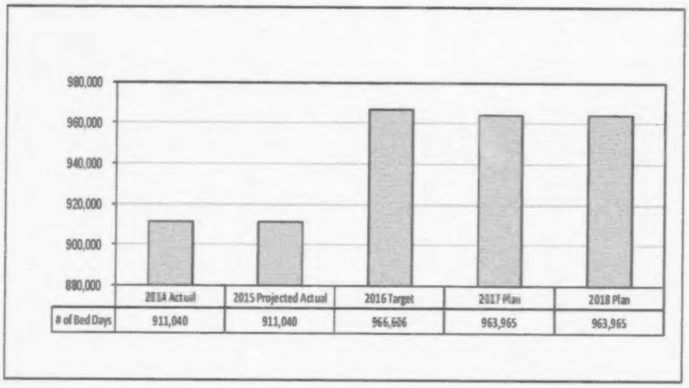
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of bed days



- The total number of bed days available for use by long-term care homes residents will increase in 2016 due to it being a leap year as well as a result of the re-opening of 145-bed Kipling Acres long-term care home.

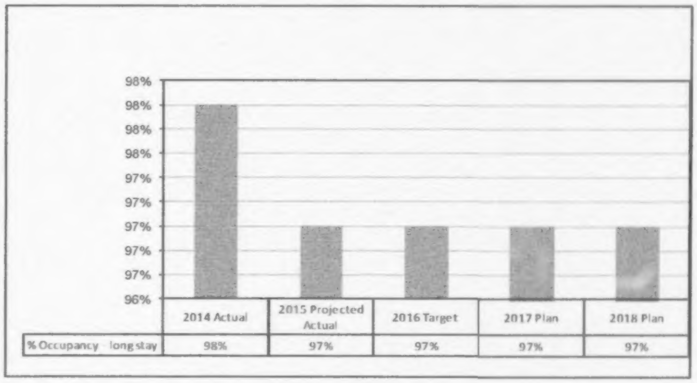
2016 Service Levels
Long-Term Care Homes

Activity	Type	Status	2012	2013	2014	2015	2016
	Resident Care - Long Stay	Approved	97% Occupancy			Service Availability (Long-Term Care Homes): 24 hours/day, 365 days/year	
	Resident Care - Short Stay	Approved	50% Occupancy				
	Convalescent Care	Approved	80% Occupancy				
	Behavioural Support Care	Approved					

The 2016 Service Levels are consistent with the approved 2015 Service Levels for Long-Term Care Homes Service.

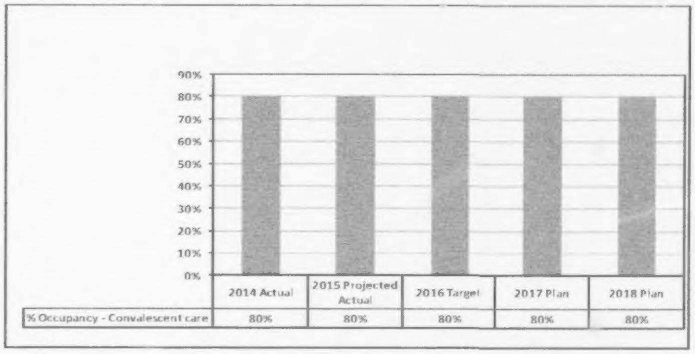
Service Performance

Occupancy Rate for Long-Stay Program



- The occupancy rate for the long-stay program will remain at 97% for the next 3 years.

Occupancy Rate for Convalescent Care Program (CCP)



- The occupancy rate for the Convalescent Care Program (CCP) will be maintained at 80% for the next 3 years.
- The Convalescent Care Program provides 24-hour care to seniors who require specific medical and therapeutic services in a supportive environment for a period of up to 90 continuous days.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Long Term Care Homes	229,954.8	240,910.8	(518.5)	240,392.3	10,437.5	4.5%		**240,392.3**	10,437.5	4.5%	3,114.2	1.3%	860.4	0.4%
Total Gross Exp.	229,954.8	240,910.8	(518.5)	240,392.3	10,437.5	4.5%		**240,392.3**	10,437.5	4.5%	3,114.2	1.3%	860.4	0.4%
REVENUE														
Long Term Care Homes	185,154.1	194,524.6		194,524.6	9,370.5	5.1%		**194,524.6**	9,370.5	5.1%	1,866.3	1.0%		
Total Revenues	185,154.1	194,524.6		194,524.6	9,370.5	5.1%		**194,524.6**	9,370.5	5.1%	1,866.3	1.0%		
NET EXP.														
Long Term Care Homes	44,800.7	46,386.2	(518.5)	45,867.7	1,067.0	2.4%		**45,867.7**	1,067.0	2.4%	1,247.9	2.7%	860.4	1.8%
Total Net Exp.	44,800.7	46,386.2	(518.5)	45,867.7	1,067.0	2.4%		**45,867.7**	1,067.0	2.4%	1,247.9	2.7%	860.4	1.8%
Approved Positions	2,181.8	2,328.2	0.7	2,328.9	147.1	6.7%		**2,328.9**	147.1	6.7%		0.0%		

Long-Term Care Homes provides a variety of long-term health care services for residents and actively participate in creating an integrated healthcare system through strong partnerships with other stakeholders and community partners.

The Long-Term Care Homes' 2016 Operating Budget of $240.392 million gross and $45.867 million net is $1.067 million or 2.4% over the 2015 Approved Net Budget.

Base budget pressures in Long-Term Care Homes service are primarily due to the following:

- Re-opening of Kipling Acres 145 bed long-term care home in May 2016, will result in operating impact of $6.949 million gross, $1.529 million net for operating the new home.
- The additional non-payroll costs of $0.103 million to operate 1 extra day in 2016 to be funded on a one-time basis from the Tax Stabilization Reserve Fund.
- Other base pressures arising from salary and benefit adjustments and inflationary increases in non-payroll expenditures were partially offset by base expenditure reductions, efficiency savings as well as accommodation fee adjustments to resident fees for basic and preferred accommodations.

Long-Term Care Homes & Services

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Long-Term Care Homes & Services (LTCHS) is responsible for maintaining 10 long-term care homes with an asset replacement value of $248.8 million in a state of good repair to ensure the safety and comfort of residents and to meet Ministry of Health and Long-Term (MOHLTC) requirements.

The 2016-2025 Capital Budget and Plan totaling $94.266 million includes funding to complete the redevelopment of Kipling Acres Phase II project, continue the capital maintenance program for the City's long-term care homes and provide funding to commence a service improvement project which is expected to improve care planning and support care based decision making.

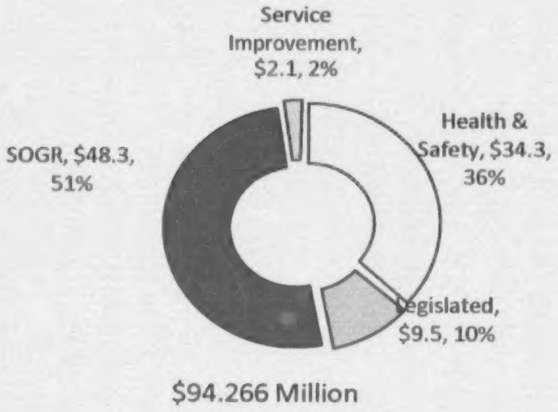
2016 Capital Budget Highlights

The 2016 Capital Budget for Long-Term Care Homes & Services of $17.871 million, excluding carry forward funding, will:

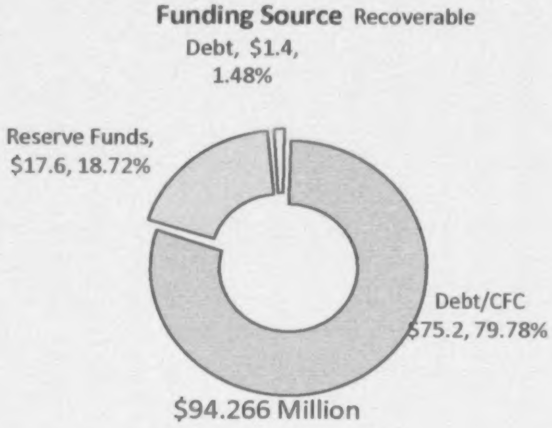
- ✓ Complete the construction of Kipling Acres Phase II, 145 bed facility expected in May 2016 ($9.500 million);
- ✓ Continue the capital maintenance plan to address the required SOGR and Health and Safety Requirements at 10 long-term care homes ($7.465 million);
- ✓ Begin the needs analysis, risk assessment and specification development for the Electronic Healthcare Record System ($0.906 million). The project will provide a comprehensive electronic record of health related information which will create efficiencies in business processes.

Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



2016-2025 Capital Budget and Plan by Funding Source



Where does the money go?

The 2016–2025 Capital Budget and Plan totaling $94.266 million provides funding for:

- Completion of mandated Kipling Acres Redevelopment project (Phase II).
- Service Improvement Project (Electronic Healthcare Record System) that will deliver a client-information system to improve care planning and decision making.
- State of Good Repair (SOGR) projects that include Health & Safety projects such as building upgrades, electrical, mechanical and specialty systems.

Where does the money come from?

The 10-Year Capital Plan is funded by 3 major Sources:

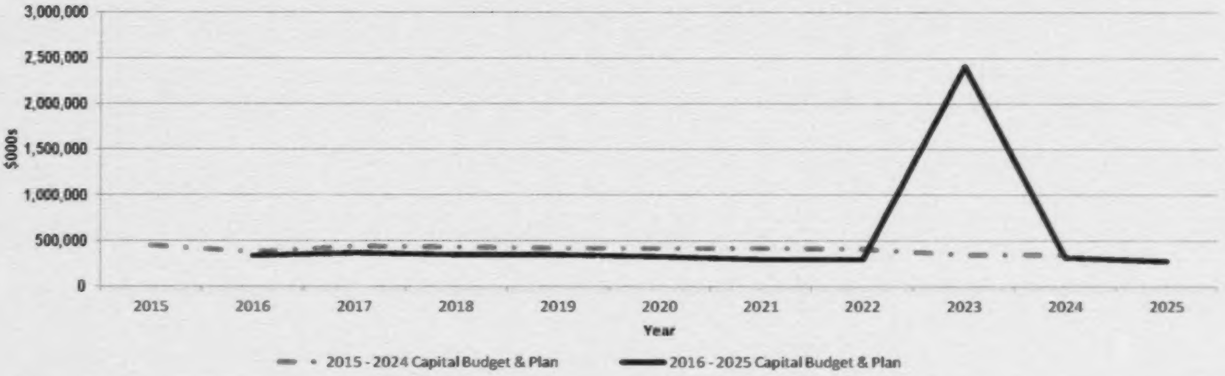
- New debt funding of $75.214 million comprises 80% of the Program's 10 – year capital funding which meets the debt guidelines over the 10 year planning period.
- Reserve Funding of $17.652 million or 19% will be provided from the Homes for the Aged Capital Reserve to partially fund Capital Maintenance program and Service Improvement Project.
- Recoverable debt funding of $1.400 million or 1% is related to the Kipling Acres Phase II project. The City initially funds this debt; MOHLTC contributes Construction Subsidy on a 25-year period following project completion.

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $1.277 billion in capital expenditures from the 2015 to 2024 Capital Plan.

The table and chart below provide a breakdown of the $1.277 billion or 31.9% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	440,091	371,695	433,108	428,499	411,039	410,066	416,265	406,319	342,859	341,171		**4,001,112**
2016 - 2025 Capital Budget & Plan		336,436	358,187	344,311	339,777	326,024	289,755	294,879	2,406,729	307,261	274,710	**5,278,069**
Change %		(9.5%)	(17.3%)	(19.6%)	(17.3%)	(20.5%)	(30.4%)	(27.4%)	602.0%	(9.9%)		**31.9%**
Change $		(35,259)	(74,921)	(84,188)	(71,262)	(84,042)	(126,510)	(111,440)	2,063,870	(33,910)		**1,276,957**

As made evident in the chart above, the $1.277 billion increase in the Capital Program reflects the additional funding in 2023 for Gardiner construction costs under an alternative financing and procurement (AFP) approach.

- The 2015 Capital Budget shown above appears greater than expected as it included funding carried forward from 2014 into 2015 of $101.092 million.

Changes to the 2015 – 2024 Approved Capital Plan, specifically the $1.442 billion increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the level of increased investment in Transportations Services' capital projects, based on the following factors:

- Additional funding required to incorporate the AFP approach to the Council approved accelerated delivery of the capital work on the F.G. Gardiner Expressway reducing the time of construction and resulting user impact.
- Continued focus on supporting traffic congestion management and future growth related initiatives over multiple years.

The following table details the capital projects, by category, included within the 2016 – 2025 Capital Budget and Plan for Transportation Services:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date**	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Accessible Pedestrian Signals (Audible Signals)		2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	**23,000**	
New Traffic Control Signals / Devices		2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	**21,800**	
Salt Management Program		1,077	1,105	1,131	1,159	1,159	1,159	1,159	1,159	1,159	1,159	**11,426**	
Signal Major Modifications		2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	**22,900**	
Other Projects		7,526	5,123	3,140	1,107	1,107	1,107	1,107	1,107	1,107	1,107	**23,538**	
Sub-Total		**15,373**	**12,998**	**11,041**	**9,036**	**9,036**	**9,036**	**9,036**	**9,036**	**9,036**	**9,036**	**102,664**	
State of Good Repair													
F.G. Gardiner*	104,350	36,910	34,046	14,550	11,570	11,550	11,550	11,550	2,102,550	29,000	29,000	**2,292,276**	2,396,626
Bathurst Street Bridge Rehabilitation	1,182	500	10,500	12,281	3,850							**27,131**	28,313
City Bridge Rehabilitation		41,026	33,491	40,481	40,837	41,388	41,106	40,517	49,849	46,645	39,145	**414,485**	
Don Valley Parkway Rehabilitation		2,319	2,435	2,496	2,558	2,558	2,558	2,558	2,558	2,558	2,558	**25,156**	
Dufferin Street Bridge Rehabilitation	600					550	550	12,620	12,630			**26,350**	26,950
Laneways		2,088	2,193	2,248	1,855	1,800	1,800	1,800	1,800	1,800	1,800	**19,184**	
Local Road Rehabilitation		47,421	54,357	61,702	64,449	71,210	71,722	72,472	86,472	86,472	78,972	**695,249**	
Major Road Rehabilitation		62,356	58,121	57,644	59,972	59,622	60,369	60,369	67,305	67,305	60,754	**613,817**	
Neighbourhood Improvements		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	**20,000**	
Sidewalks		16,573	18,515	15,235	15,123	15,408	14,147	14,147	14,147	14,147	14,147	**151,589**	
Traffic Plant Requirements/Signal Asset Management		5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	**57,000**	
Other Projects		19,897	18,491	8,148	8,320	8,379	8,372	8,377	9,066	8,982	8,982	**107,014**	
Sub-Total		**236,790**	**239,849**	**222,485**	**216,234**	**220,165**	**219,874**	**232,110**	**2,354,077**	**264,609**	**243,058**	**4,449,251**	
Service Improvements													
Advanced Traffic Signal Control		1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	**13,500**	
Cycling Infrastructure		14,250	9,205	8,100	8,303	8,303	8,303	8,303	8,303	8,303	8,303	**89,676**	
Engineering Studies		5,000	4,500	4,500	4,538	3,038	3,038	3,038	3,038	3,038	3,038	**36,766**	
Transportation Safety & Local Improvement Program		1,283	1,297	1,305	1,313	1,313	1,313	1,313	1,313	1,313	1,313	**13,076**	
Other Projects		3,583	3,398	3,405	3,412	3,412	3,412	3,412	3,412	3,412	3,412	**34,270**	
Sub-Total		**25,466**	**19,750**	**18,660**	**18,916**	**17,416**	**17,416**	**17,416**	**17,416**	**17,416**	**17,416**	**187,288**	
Growth Related													
Gardiner York/Bay/Yonge Reconfiguration	1,800	10,750	19,250									**30,000**	31,800
Georgetown South City Infrastructure Upgrades	13,420	13,420	13,420	13,420	13,420							**53,680**	67,100
Ingram Drive Extension - Grade Separation	6,600	1,000	3,000	6,000	8,000			15,000	15,000	5,000		**53,000**	59,600
LARP (Lawrence-Allen Revitalization Project)	563	1,094	1,153	940	2,086	438						**5,711**	6,274
Legion Road Extension & Grade Separation						15,000	15,000	15,000				**45,000**	45,000
Metrolinx Additional Infrastructure				5,000	5,000							**10,000**	10,000
Redlea Avenue (Steeles - McNicoll)	12,900	6,500										**6,500**	19,400
Regent Park Revitalization	1,354	793	1,565	956	627	301	229	117				**4,588**	5,942
Scarlett/St Clair/Dundas		500	8,000	7,000	10,000	15,000	10,000					**50,500**	50,500
Six Points Interchange Redevelopment	14,200	9,500	11,002	20,829	18,778	2,988						**63,097**	77,297
St Clair West/Metrolinx Georgetown Grade Separation	2,000	-	4,000	2,000	12,000	12,000						**30,000**	32,000
Steeles Widenings (Tapscott Road - Beare Road)		1,500	500	4,000	4,000	17,000	13,000					**40,000**	40,000
Third Party Signals		900	900	900	900	900	900	900	900	900	900	**9,000**	
Yonge Street/Highway 401 Interchange Improvements	2,500			11,250	11,250							**22,500**	25,000
Other Projects		12,850	22,800	19,830	9,530	15,780	4,300	5,300	10,300	10,300	4,300	**115,290**	
Sub-Total		**58,807**	**85,590**	**92,125**	**95,591**	**79,407**	**43,429**	**36,317**	**26,200**	**16,200**	**5,200**	**538,866**	
Total Expenditures by Category (excluding carry forward)	-	**336,436**	**358,187**	**344,311**	**339,777**	**326,024**	**289,755**	**294,879**	**2,406,729**	**307,261**	**274,710**	**5,278,069**	

*****Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Major Road Rehab projects)***

****The total project cost for the Gardiner reflects the 2012 - 2025 costs.***

10-Year Capital Plan: Net Operating Budget Impact

Table 2

Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Cycling Infrastructure	510.0										510.0	-	510.0	-
Total (Net)	**510.0**	-	-	-	-	-	-	-	-	-	**510.0**	-	**510.0**	-

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $510.0 million net over the 2016 – 2025 period, as shown in the table above.

- In 2016, Transportation Services will require additional operating funding of $0.510 million to maintain and service new cycling infrastructure (Richmond St., Adelaide St., Wellesley St.).

Parks, Forestry and Recreation

2016 OPERATING BUDGET OVERVIEW

Parks, Forestry and Recreation provides a wide variety of leisure and recreation opportunities that include all Toronto residents while operating and maintaining parks, playing fields, playgrounds, recreation centres and amenities, along with trails, forests, meadows, marshes, and ravines.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $448.599 million gross and $314.395 million net as shown below:

(in $000's)	2015 Approved Budget	2016 Budget	Change	
			$	%
Gross Expenditures	438,176.5	448,599.2	10,422.8	2.4%
Gross Revenues	129,966.8	134,204.3	4,237.5	3.3%
Net Expenditures	**308,209.7**	**314,394.9**	**6,185.3**	**2.0%**

For 2016, Parks, Forestry and Recreation faced pressures mainly due to impacts from 2015 approved new service investments, prior year impacts from the opening of new recreation facilities, operating impacts of capital, progression pay and economic factors. Through base reductions and revenue adjustments of $7.150 million, Parks, Forestry and Recreation was able to partially offset pressures to $6.185 million net, reflecting a 2.0% increase over the 2015 Net Operating Budget.

Fast Facts

- 1.1 million hours of Instructional and Leisure Drop-in Recreation programs with 9.3 million participant visits.
- 4,400 Ha of maintained parkland with 1.4 million booked permit hours.
- 8 Blue Flag beaches.
- 16,000 Toronto Island ferry trips carrying 1.2 million passengers.
- 450,000 Urban Forestry work orders and 105,000 trees to be planted in 2016.
- 800,000 permit bookings and program registrations.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Parks, Forestry and Recreation of $445.638 million in gross expenditures provides funding for three services, Community Recreation, Parks and Urban Forestry.
- The Program has reduced significant pressures from the annualized impacts for new and enhanced service priorities approved in 2015 and the operating impacts of new parks and recreation facilities by:
    - ✓ The identification of sustainable, on-going savings including line by line reductions ($2.452 million)
    - ✓ Continuous improvement initiatives that result in efficiency savings ($0.398 million).
    - ✓ The Program has achieved a below inflation increase without impacting on Council approved Service Levels.

2015 Key Service Accomplishments

Community Recreation

- ✓ Delivered over 1 million hours of recreation programming resulting in over 9 million annual visits to recreation programs.
- ✓ Supported the delivery of the 2015 Pan Am Games
- ✓ Continued to implement the Recreation Service Plan including the expansion of new community centres where programs are free and the expansion of Swim to Survive Program (Phase 1).
- ✓ Opened 3 additional enhanced youth spaces and expanded the After-School Recreation Care (ARC) Programs with 10 new program locations.
- ✓ Opened the new Regent Park Community Centre and Parkway Forest Community Centre
- ✓ Continued to expand the Community Development/Outreach initiatives with a focus on newcomer populations.

Parks

- ✓ Delivered horticulture displays and horticulture improvements at 30 Pan Am/Parapan Am Games venues and community event sites.
- ✓ Enhanced technological capacity and customer experience through Toronto Island ferry service online and automated ticketing.
- ✓ Improved Parks Maintenance standards for sports-fields with Integrated Plan Heath Care treatments up 18% from 2013
- ✓ Improved playground inspection, maintenance and staff productivity through implementation of automated FULCROM playground inspection program.

Urban Forestry

- ✓ Managed the Emerald Ash Borer (EAB) infestation by removing, protecting and replanting trees as per the EAB strategy.
- ✓ Consulted stakeholders and initiated development of a Planting Strategy to provide the framework to achieve the City's target of 40% canopy cover.
- ✓ Improved by-law compliance and enforcement through implementation of Council approved contravention fees.
- ✓ Completed over 365,000 tree maintenance activities & 105,000 tree plantings

Our Service Deliverables for 2016

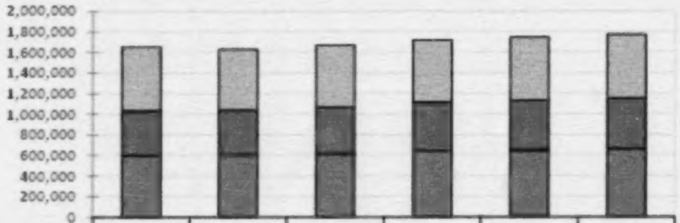
Parks, Forestry and Recreation offers a diverse range of leisure and recreation programming while operating and maintaining its physical and natural assets. The 2016 Operating Budget will enable the Program to:

- Deliver instructional and drop-in recreation programs for all ages that teach a new skill or improve the competency level in a variety of activities including swimming, skating, summer and holiday camps, fitness, sports and arts.
- Provide self-directed recreational opportunities through permits for recreational facilities such as ice rinks, facilities, parks and sports fields to individuals and community groups.
- Provide clean, safe and well-maintained green space, park amenities and beaches.
- Manage and maintain natural areas through restoration and preservation activities.
- Operate two animal attractions in the City of Toronto.
- Provide transportation services to Toronto Island Park through Ferry Operations.
- Maintain in a state of good repair and enhance the urban forest asset through investment in new trees, protection and maintenance of the existing asset, and planning for the future.
- Undertake a Business Transformation project in recreation and permit management to review existing business processes and organizational structure for permitting as well as a technology solution.
- Over the next two years Parks, Forestry and Recreation will be participating in the development of key policies to guide parks system enhancement, including the TOcore study with City Planning, Parkland Acquisition Strategy and Parks and Recreation Facilities Master Plan.

Trends

- Recreation service hours are increasing by 23,050 hours or 3.9% from 2013 to 2015 as a result of new major recreation facilities in 2014 and 2015. Future year hours are projected to increase to 1.7 million due to growth from new facilities.

Recreation Service Hours

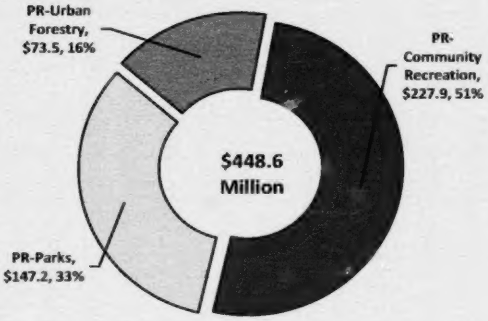


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Total Hours	1,652,465	1,631,537	1,670,000	1,715,000	1,744,000	1,772,000
□ Permit Hours	621,102	590,156	600,000	605,000	614,000	622,000
■ Leisure Program Hours	434,413	437,736	450,000	470,000	480,000	490,000
▨ Instructional Program Hours	596,950	603,645	620,000	640,000	650,000	660,000

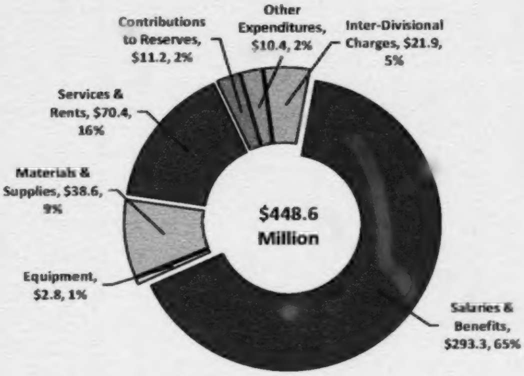
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

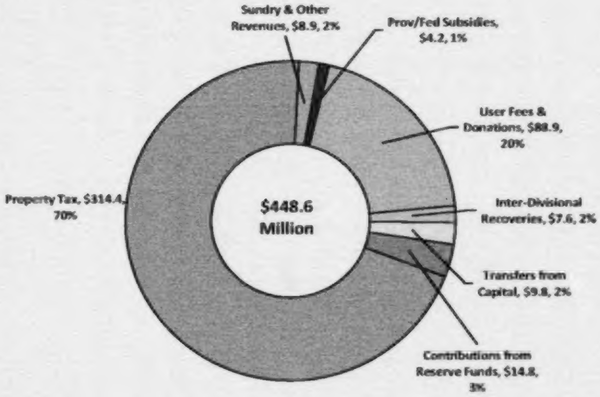


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



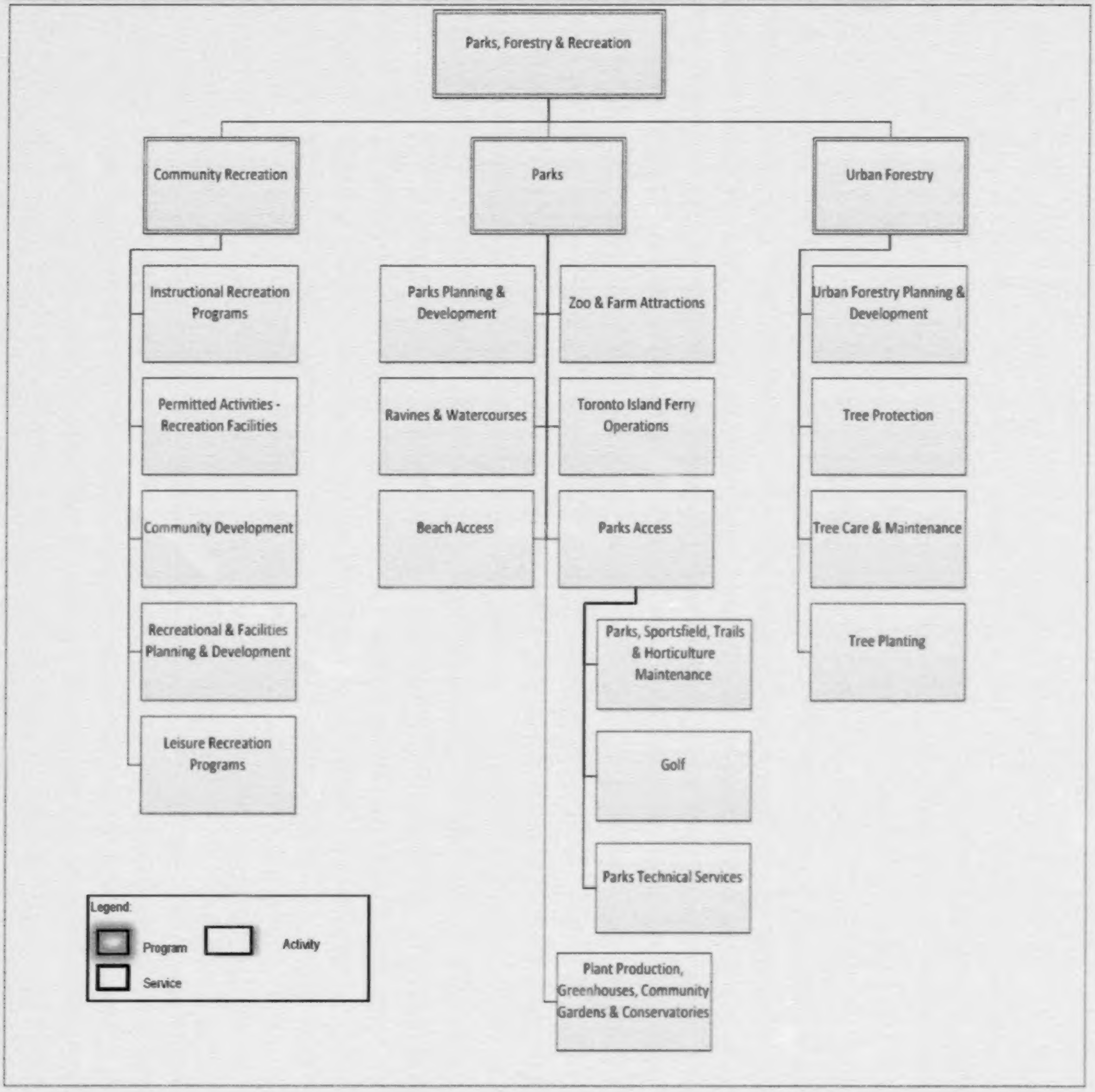
Our Key Issues & Priority Actions

- The **2013-2017 Recreation Service Plan** is focused on increasing participation, reducing financial barriers, ensuring equitable access and improving program and service quality.
  - ✓ The 2016 Operating Budget includes the annualized cost of $0.778 million net to continue implementing the recreation service plan initiative of Community Centres Where Programs are Free.
  - ✓ The budget also includes $0.211 million new and enhanced funding to continue implementing the Swim to Survive Program Expansion.
- Urban Forestry continues to address the Emerald Ash Borer (EAB) infestation until 2019 while maintaining core service levels.
  - ✓ $14.2 million for Year 6 of the EAB Plan and $8.1 million of funding for the Urban Forestry Service Plan will be available in 2016

Program Map

Parks, Forestry & Recreation

To improve the quality of life of Toronto's diverse communities by providing safe, beautiful parks, a healthy, expanding urban forest, and high quality, community focused recreational experiences.


Parks, Forestry & Recreation
Community Recreation
Parks
Urban Forestry
Instructional Recreation Programs
Permitted Activities - Recreation Facilities
Community Development
Recreational & Facilities Planning & Development
Leisure Recreation Programs
Parks Planning & Development
Ravines & Watercourses
Beach Access
Zoo & Farm Attractions
Toronto Island Ferry Operations
Parks Access
Parks, Sportsfield, Trails & Horticulture Maintenance
Golf
Parks Technical Services
Plant Production, Greenhouses, Community Gardens & Conservatories
Urban Forestry Planning & Development
Tree Protection
Tree Care & Maintenance
Tree Planting
Legend:
Program
Activity
Service

Purpose Statements

Purpose Statements

Community Recreation:

• Deliver recreation programs and services that are innovative, high quality, accessible, equitable and create a sense of belonging.

• Provide programs and services that are locally responsive while enhancing the consistency of the programs throughout the City.

• Provide community development and outreach services to increase awareness and participation in recreation among under-served residents.

• Implement a multi-year recreation service plan to address service gaps, unmet demand, cultural and demographic changes. The plan is guided by four principles: equity, quality, inclusion and capacity building.

• Design and develop new recreational facilities, and repair existing recreational facilities.

• Operate and maintain the City's recreational facilities in a state of good repair.

• Deliver drop-in and instructional recreation programs for all ages that teach a new skill or improve the competency level in a variety of activities including swimming skating, summer and holiday camps, fitness, sports and arts.

• Provide self-directed recreational opportunities through permits for recreational facilities such as ice rinks and community centres to residents and community groups.

Parks:

• Provide clean, safe and well-maintained green space, sport fields and park amenities for passive and active permitted use.

• Design and develop new parks, and redevelop existing parks.

• Maintain many types of turf including sports fields, lawn bowling greens, stadiums, civic centres as well as general parkland.

• Maintain swimming beaches, operate Outdoor Artificial Ice Rinks, inspect parks playgrounds during peak season annually.

• Provide technical services to maintain quality parks, and repair amenities.

• Manage and maintain natural areas including ravine and watercourse inspection and natural trail maintenance.

• Manage 44 hectares of horticulture, three conservatories, four greenhouses, and grow 950,000 plants every year for use in city parks and displays.

• Provide transportation services to Toronto Island Park in keeping with federal legislative requirements for ferry operations.

• Operate two animal attractions.

• Manage and maintain community gardens and administer allotment plots.

• Operate and maintain Golf Courses.

• Operate ski hills.

• Provide winter snow clearing and maintenance of parks pathways.

Urban Forestry:

• Maintain in a state of good repair and enhance the urban forest asset through investment in new trees, protection and maintenance of the existing asset, and planning for the future.

• Maintain a multi-year Urban Forestry Service Plan, including annual review and adjustment to maximize operational efficiency towards preserving and optimizing the urban forest asset, including street trees, commercial trees, park trees, and natural areas.

• Protect the existing tree and natural area assets to maximize public benefit by ensuring healthier trees and natural areas and avoiding unnecessary damage or removal ; working with other City Divisions and key stakeholders on policies to improve tree planting and protection, natural area preservation and growing conditions in the City. Includes:

1. *Review of development and construction plans*
2. *Processing of permit applications*
3. *Bylaw compliance/enforcement*

• Plant more trees on City-owned land and promote and support tree planting on public (quasi- City) and private land to increase long term canopy potential. This includes street trees, park trees, commercial trees, and trees and related plants in natural areas and partnership ventures with other agencies and private groups such as the Trees across Toronto Program, and community engagement with volunteer planting.

• Proactively manage and maintain trees: Maximize the public benefit of the urban forest by ensuring healthier and longer lived trees through systematic processes that encourage tree health and natural form, maintaining structural integrity to help them to achieve full life expectancy.

Service Customer

Community Recreation
- Residents of Toronto
- Resident Associations
- Businesses
- Business Improvement Associations
- Permit Holders
- Sport, Recreation, and Physical Activity Participants and Organizations
- Special Needs Groups
- Newcomers and Refugees
- Low income families
- Volunteers
- Social Services
- School Boards
- Faith Groups
- Visitors
- City Council
- PF&R Staff
- Other Divisions
- Non residents

Urban Forestry
- Residents of Toronto
- Businesses
- Business Improvement Associations
- Land Owners
- Landscape Architects, Land Developers and Arboriculture Industry
- Environmental Stakeholders
- Conservation groups and organizations
- Non residents
- Other Divisions
- Volunteers and Tourists

Parks
- Residents of Toronto
- Residents of Toronto Island
- Resident Associations
- Businesses
- Business Improvement Associations
- Tourists
- Sport, Recreation, and Physical Activity Participants and Organizations
- Conservation Organizations
- Food Distribution Organizations
- Heritage Breed Organization
- Volunteers
- Non residents

Table 1
2016 Operating Budget and Plan by Service

	2015		2016 Preliminary Operating Budget					Incremental Change 2017 and 2018 Plan			
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
	$	$	$	$	$	$	%	$	%	$	%
Community Recreation											
Gross Expenditures	221,338.7	217,836.3	226,451.3	1,462.5	227,217.9	5,879.2	2.7%	2,063.2	0.9%	721.6	0.3%
Revenue	70,139.7	68,139.7	73,698.4	297.0	73,698.4	3,558.6	5.1%	(205.3)	(0.3%)	(984.8)	(1.3%)
Net Expenditures	151,199.0	149,696.6	152,753.0	1,165.5	153,519.5	2,320.5	1.5%	2,268.5	1.5%	1,706.5	1.1%
Parks											
Gross Expenditures	146,883.6	146,335.0	146,582.4	602.3	146,582.4	(301.2)	(0.2%)	6,026.9	4.1%	3,683.7	2.4%
Revenue	29,107.2	29,056.2	29,181.8	25.0	29,181.8	74.6	0.3%	(389.5)	(1.3%)	(1,119.7)	(3.9%)
Net Expenditures	117,776.4	117,278.8	117,400.6	577.3	117,400.6	(375.7)	(0.3%)	6,416.5	5.5%	4,803.5	3.9%
Urban Forestry											
Gross Expenditures	69,954.2	69,954.2	71,836.9	1,663.7	71,837.2	1,883.0	2.7%	(4,362.9)	(6.1%)	(298.1)	(0.4%)
Revenue	30,719.8	30,719.8	31,002.2	-	31,002.2	282.3	0.9%	(7,162.8)	(23.1%)	(2,644.2)	(11.1%)
Net Expenditures	39,234.3	39,234.3	40,834.8	1,663.7	40,835.0	1,600.7	4.1%	2,799.9	6.9%	2,346.1	5.4%
Total											
Gross Expenditures	438,176.5	434,125.5	444,870.7	3,728.5	448,599.2	10,422.8	2.4%	3,727.3	0.8%	4,107.3	0.9%
Revenue	129,966.8	127,915.8	133,882.3	322.0	134,204.3	4,237.5	3.3%	(7,757.7)	(5.8%)	(4,748.7)	(3.8%)
Total Net Expenditures	308,209.7	306,209.7	310,988.4	3,406.5	314,394.9	6,185.2	2.0%	11,484.9	3.7%	8,856.0	2.7%
Approved Positions	4,497.1	4,341.3	4,584.3	28.8	4,613.2	116.1	2.6%	16.1	0.3%	(12.8)	-0.3%

The 2016 Operating Budget for Parks, Forestry and Recreation is $448.599 million gross and $314.395 million net, representing a 2.0% or $6.185 million increase over the 2015 Approved Net Operating Budget and 3.0% over the reduction target set out in the 2016 Operating Budget Direction and Guidelines.

- Parks, Forestry and Recreation's base budget pressures are mainly due to annualized impacts for new and enhanced service priorities approved in 2015 for the *Recreation Service Plan*, *Urban Forestry Forest Management Plan*, operating impacts of capital investments for parks and recreation facilities, and inflationary increases to non-salary expenses.

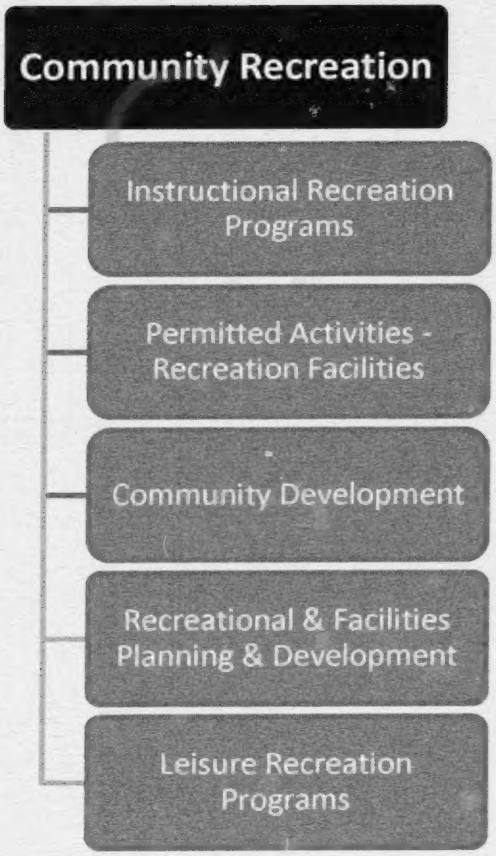
- To help mitigate these base pressures, the *Recreation*, *Forestry* and *Parks Services* were able to achieve base expenditure reductions, base revenue changes and revenue adjustments comprised of a 2% inflation increase and a 2% market rate adjustment in recreation and parks user fee increases.

- Parks, Forestry and Recreation will also realize service efficiency savings to be achieved through investment in Information Technology (IT) systems and programming initiatives.

- The 2016 Operating Budget includes funding for 2 new and enhanced services approved by City Council "4 Weeks Outdoor Ice Rink Extension" and the next phase of the "Swim to Survive" Program for grade 4 students.

- The 2017 and 2018 Plan reflects cost pressures arising from prior year annualized costs, anticipated operating impacts of completed capital projects for new parks and facilities; as well as the phased-in funding to achieve the Tree Canopy Goals. As 2016 is a collective bargaining year, no cost of living allowance has been included in the current year or future year outlooks.

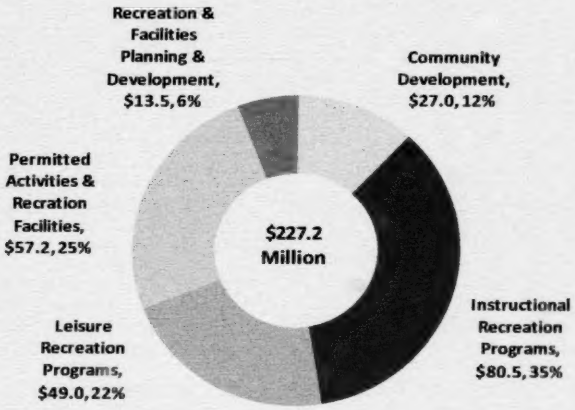
Community Recreation


Community Recreation
Instructional Recreation Programs
Permitted Activities - Recreation Facilities
Community Development
Recreational & Facilities Planning & Development
Leisure Recreation Programs

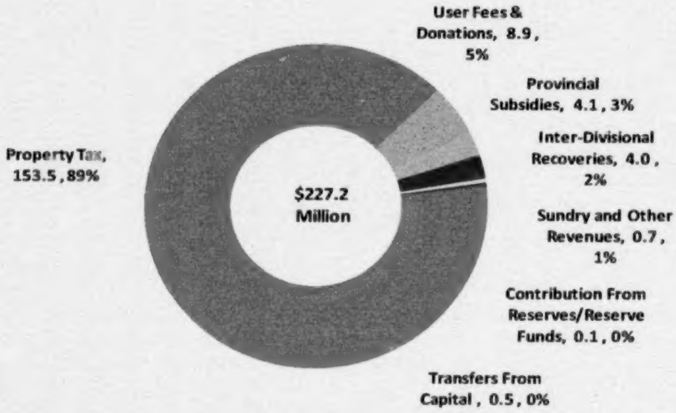
What We Do

- Deliver recreation programs and services that are innovative, high quality, accessible, equitable and create a sense of belonging.
- Provide programs and services that are locally responsive while enhancing the consistency of the programs throughout the City.
- Provide community development and outreach services to increase awareness and participation in recreation among under-served residents.
- Implement a multi-year recreation service plan to address service gaps, unmet demand, cultural and demographic changes. The plan is guided by four principles: equity, quality, inclusion and capacity building.
- Design and develop new recreational facilities, and repair existing recreational facilities.
- Operate and maintain the City's recreational facilities in a state of good repair.
- Deliver drop-in and instructional recreation programs for all ages that teach a new skill or improve the competency level in a variety of activities including swimming skating, summer and holiday camps, fitness, sports and arts.
- Provide self-directed recreational opportunities through permits for recreational facilities such as ice rinks and community centres to residents and community groups.

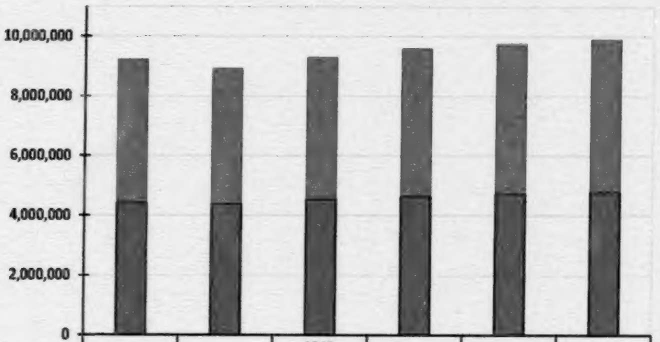
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Community Recreation Participation Visits



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Total	9,222,281	8,935,629	9,300,000	9,610,000	9,760,000	9,910,000
■ Leisure Programs	4,807,416	4,556,238	4,740,000	4,960,000	5,040,000	5,120,000
■ Instructional Programs	4,414,865	4,379,391	4,560,000	4,650,000	4,720,000	4,790,000

- Participation in recreation programs is expected to increase by 310,000 or 3.4% due to the opening of new recreation facilities.

2016 Service Levels
Community Recreation

Parks, Forestry & Recreation	Activity	Type	Service Levels			
			2015	2016	2017	2018
Community Recreation	Community Development	Community Engagement ~ Investing in Families	Approximately 1,100 recreational assessments with families on Ontario Works Enrolled approximately 1,100 families in programs; including 350 adults and 1,500 children	Conducted recreational assessments with families. Enrolled approximately 975 adults and 3,700 children in programs	Conducted recreational assessments with families. Enrolled approximately 975 adults and 3,700 children in programs	Conducted recreational assessments with families. Enrolled approximately 975 adults and 3,700 children in programs
		Community Engagement ~ Community Development & Engagement	38 Community advisory groups	39 Community advisory groups	39 Community advisory groups	39 Community advisory groups
		Special Events ~ Community Special Events	Locally planned community events	Locally planned community events	Locally planned community events	Locally planned community events
		Volunteerism ~ Volunteerism	Approximately 6,000 volunteers	Approximately 6,000 volunteers	Approximately 6,000 volunteers	Approximately 6,000 volunteers
		Youth Outreach ~ Youth Outreach Worker Program	32 youth advisory councils, 100,000 Youth Referrals & 90,000 Youth contacts	37 youth advisory councils, 208,000 Youth referrals & contacts	37 youth advisory councils, 211,000 Youth referrals & contacts	37 youth advisory councils, 214,000 Youth referrals & contacts
Community Recreation	Instructional Recreation Programs	Adapted and Integrated Programs ~ Adapted and Integrated Programs	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)
		Afterschool Recreation Care (ARC)	Maintain compliance to 10 to 1 instructor ratios	Maintain compliance to 10 to 1 instructor ratios	Maintain compliance to 10 to 1 instructor ratios	Maintain compliance to 10 to 1 instructor ratios
		Camps ~ Specialized	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)	Maintain compliance to specified instructor ratios. (1:1 to 1:3)
		Camps ~ General & Enriched Camps	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
		Instructional Aquatics ~ Group Lessons	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.
		Instructional Aquatics ~ (Semi) Private Lessons	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.
		Instructional Arts & General Interest ~ Instructional Arts & General Interest	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
		Instructional Fitness & Sports ~ Fitness Classes	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
		Instructional Fitness & Sports ~ Sports	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
		Instructional Skating ~ Skating	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios
		Instructional Skiing ~ Ski	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios	Maintain compliance to specified instructor ratios

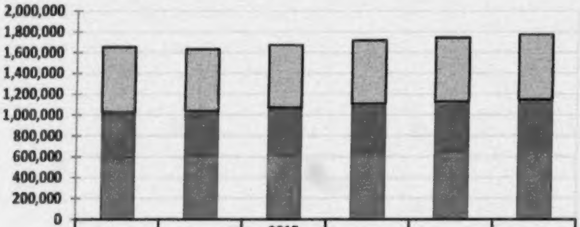
2016 Service Levels
Community Recreation

Parks, Forestry & Recreation	Activity	Type	Service Levels			
			2015	2016	2017	2018
Community Recreation	Leisure Recreation Programs	Leisure Arts & General Interest ~ Leisure Arts & General Interest	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
		Leisure Fitness & Sports ~ Fitness Centres & Weight Rooms	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
		Leisure Fitness & Sports ~ Sports	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
		Leisure Skating ~ Indoor Leisure Skating	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
		Leisure Skating ~ Outdoor Leisure Skating	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios	Maintain compliance to specified supervision ratios
		Leisure Ski ~ Leisure Ski	Maintain 2 ski hills for public use. Availability is weather dependent.	Maintain 2 ski hills for public use. Availability is weather dependent.	Maintain 2 ski hills for public use. Availability is weather dependent.	Maintain 2 ski hills for public use. Availability is weather dependent.
		Leisure Swim ~ Outdoor Pools & Wading Pools	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.
		Leisure Swim ~ Indoor Pools	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.	Compliance with ON Health Protection Act - Public Pools Regulation 565/90.
Community Recreation	Permitted Activities - Recreation Facilities	Recreation Facilities ~ Community Centre Space	Approximately 600,000 permit hours	Approximately 605,000 permit hours	Approximately 614,000 permit hours	Approximately 622,000 permit hours
		Recreation Facilities ~ Ice Pads	Continuous maintenance - mostly 7 days per week coverage	Continuous maintenance - mostly 7 days per week coverage	Continuous maintenance - mostly 7 days per week coverage	Continuous maintenance - mostly 7 days per week coverage
		Recreation Facilities ~ Outdoor Pools	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.
		Recreation Facilities ~ Indoor Pools	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.	Daily inspection and maintenance for pool filtration and chemistry.
		Stadiums ~ Stadiums	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.	Weekly brushing, disinfectant application, infill replacement and inspecting misting systems. Surface cleaning every other day.
Community Recreation	Recreational & Facilities Planning & Development	Large Community Centres	137 community centres	137 community centres	137 community centres	137 community centres
		Small Community Centres				
		Facility Feasibility Study	As required	As required	As required	As required
		Indoor Ice Pads	48 pads	48 pads	48 pads	48 pads
		Outdoor Ice Pads	64 pads	64 pads	64 pads	64 pads
		Indoor Pools	65 pools	65 pools	65 pools	65 pools
		Outdoor Pools	58 pools	58 pools	58 pools	59 pools

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Service Performance

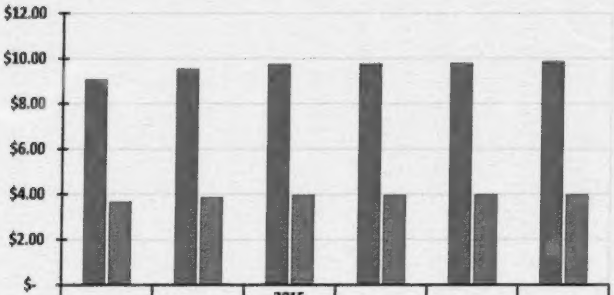
Output Measure – Recreation Service Hours



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Total Hours	1,652,465	1,631,537	1,670,000	1,715,000	1,744,000	1,772,000
□ Permit Hours	621,102	590,156	600,000	605,000	614,000	622,000
■ Leisure Program Hours	434,413	437,736	450,000	470,000	480,000	490,000
■ Instructional Program Hours	596,950	603,645	620,000	640,000	650,000	660,000

- Service Hours are increasing by 23,050 hours or 3.9% from 2013 to 2015 as a result of new major recreation facilities in 2014 and 2015. Future year hours are projected to increase to 1.7 million hours.

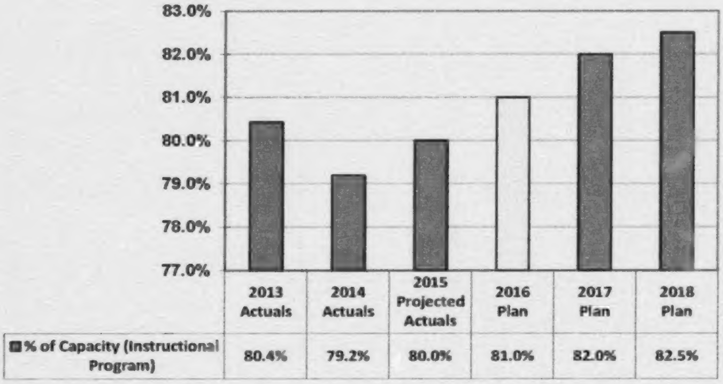
Efficiency Measure – Cost per Participant Visits for Recreation Programs



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
■ Cost per Instructional Visit	$9.08	$9.54	$9.75	$9.76	$9.81	$9.86
■ Cost per Leisure Visit	$3.68	$3.86	$3.95	$3.96	$3.97	$3.99

- The cost per participant visit of instructional and leisure programs has increased from 2013 to 2015 at the same rate of inflation.

Output Measure – Permit Bookings & Registrations



	2013 Actuals	2014 Actuals	2015 Projected Actuals	2016 Plan	2017 Plan	2018 Plan
■ % of Capacity (Instructional Program)	80.4%	79.2%	80.0%	81.0%	82.0%	82.5%

- Recreation has improved its program utilization through the Business Transformation project that has led to increased monitoring and quality assurance.
- Community Recreation will continue to strive to provide quality programming that is locally responsive.

Table 6

2016 Service Budget by Activity

Community Recreation

	2015	2016 Preliminary Operating Budget									tal			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXPENDITURE														
Community Development	28,697.1	26,983.6	(1.3)	26,982.3	(1,714.8)	(6.0%)	696.0	27,678.3	(1,018.8)	(3.6%)	40.3	0.1%	41.0	0.1%
Instructional Recreation Programs	79,244.6	80,421.2	(131.8)	80,289.4	1,044.7	1.3%	210.5	80,499.9	1,255.3	1.6%	322.4	0.4%	632.5	0.8%
Leisure Recreation Programs	46,783.4	48,581.8	(166.0)	48,415.8	1,632.5	3.5%	556.0	48,971.8	2,188.5	4.7%	70.2	0.1%	331.8	0.7%
Permitted Activities & Recreation Facilities	54,540.0	57,301.5	(81.5)	57,220.0	2,680.1	4.9%		57,220.0	2,680.1	4.9%	270.0	0.5%	564.9	1.0%
Recreation & Facilities Planning & Developmen	12,073.6	13,595.4	(51.6)	13,543.8	1,470.2	12.2%		13,543.8	1,470.2	12.2%	1,360.4	10.0%	(848.6)	(5.7%)
Total Gross Exp.	221,338.7	226,883.5	(432.2)	226,451.3	5,112.7	2.3%	1,462.5	227,913.9	6,575.2	3.0%	2,063.2	0.9%	721.6	0.3%
REVENUE														
Community Development	3,651.2	2,984.4	10.6	2,994.9	(656.2)	(18.0%)	297.0	3,291.9	(359.2)	(9.8%)	(290.0)	-8.8%	4.8	0.2%
Instructional Recreation Programs	32,455.8	40,153.0	423.6	40,576.7	8,120.9	25.0%		40,576.7	8,120.9	25.0%	266.4	0.7%	19.1	0.0%
Leisure Recreation Programs	8,076.5	6,470.6	(44.4)	6,426.1	(1,650.4)	(20.4%)		6,426.1	(1,650.4)	(20.4%)	(39.1)	-0.6%	14.3	0.2%
Permitted Activities & Recreation Facilities	21,114.9	17,267.9	73.5	17,341.4	(3,773.4)	(17.9%)		17,341.4	(3,773.4)	(17.9%)	(266.4)	-1.5%	(209.2)	(1.2%)
Recreation & Facilities Planning & Developmen	4,841.3	6,359.2		6,359.2	1,517.9	31.4%		6,359.2	1,517.9	31.4%	123.9	1.9%	(813.9)	(12.6%)
Total Revenues	70,139.7	73,235.0	463.3	73,698.4	3,558.6	5.1%	297.0	73,995.4	3,855.6	5.5%	(205.3)	-0.3%	(984.8)	(1.4%)
NET EXP.														
Community Development	25,045.9	23,999.3	(11.9)	23,987.4	(1,058.5)	(4.2%)	399.0	24,386.4	(659.5)	(2.6%)	330.3	1.4%	36.2	0.1%
Instructional Recreation Programs	46,788.8	40,268.2	(555.5)	39,712.7	(7,076.1)	(15.1%)	210.5	39,923.3	(6,865.6)	(14.7%)	56.1	0.1%	613.4	1.5%
Leisure Recreation Programs	38,706.8	42,111.2	(121.5)	41,989.7	3,282.8	8.5%	556.0	42,545.7	3,838.8	9.9%	109.3	0.3%	317.4	0.7%
Permitted Activities & Recreation Facilities	33,425.1	40,033.6	(155.0)	39,878.6	6,453.5	19.3%		39,878.6	6,453.5	19.3%	536.4	1.3%	774.1	1.9%
Recreation & Facilities Planning & Developmen	7,232.3	7,236.2	(51.6)	7,184.6	(47.7)	(0.7%)		7,184.6	(47.7)	(0.7%)	1,236.5	17.2%	(34.7)	(0.4%)
Total Net Exp.	151,199.0	153,648.5	(895.5)	152,753.0	1,554.0	1.0%	1,165.5	153,918.5	2,719.6	1.8%	2,268.5	1.5%	1,706.5	1.1%
Approved Positions	2,845.8	2,897.7	(2.9)	2,894.8	49.0	1.7%	23.2	2,918.0	72.2	2.5%	6.4	0.2%	(3.3)	(0.1%)

The *Community Recreation* Service delivers recreation programs and services in a customer-driven, high quality, accessible, equitable and innovative manner.

The 2016 Operating Budget for *Community Recreation* of $227.914 gross and $153.919 million net is $2.720 million or 1.8% over the 2015 Approved Net Budget.

- Base budget pressures in *Community Recreation Service* total $4.320 million net and are mainly attributable to the operating costs associated with new facilities, economic factors and the annualization of initiatives that were approved in 2015 as detailed below :
    - Annualized funding for New and Enhanced Initiatives approved by City Council in the 2015 Budget include $0.063 million gross and net for the Youth Spaces (Lounges) – Phase 2 expansion at three additional designated locations; $0.376 million gross and $0 net for the Afterschool and Recreational Care Expansion at 10 locations.
    - Non-Payroll economic factors of $0.761 million gross and net are mainly attributable to inflation rates for hydro and escalation costs in the Toronto District School Board agreement ($0.196 million)
    - As part of the 2016 salary calculations, Parks, Forestry and Recreation reviewed all budgeted positions and adjusted the cost allocation in 2016. There are no service level impacts resulting from the re-distribution of budget. Together with the progression, step and benefit increases this change adds a base budget pressure of $0.371 million gross and net.

- An additional $0.778 million net is required to operate new recreation facilities which opened in 2015 or are expected to open in 2016. These facilities include the Toronto Pan Am Sports Centre complex which opened to the public in September 2014, hosted Pan Am Games in 2015, and will have the first full year of regular activity in 2016; the Regent Park Community Centre which opened in 2015; and the York Community Centre which is expected to open in 2016.
- An additional $0.970 million gross and net is needed to fund the increases of services provided by other City Programs including City Clerks (printing and communications) and Facilities Management Services for additional facility repairs and maintenance.
- The operating cost to maintain new assets delivered in 2016 is $0.468 million which include redevelopment of the Riverdale Outdoor Park Rink, recreation space at West Acres / Kipling Acres Senior Centre and sustainment costs for the automated building system.
- Annualized costs of the Greenwood Artificial Ice rink requires an additional $0.056 million
- Funding of $0.250 million is needed to meet legislative requirements to complete health and safety training for part-time supervisory staff.
- An additional $0.300 million is required to fund the 2016 inflation increase in Solid Waste Management Service fees for waste pick-up, recycling and tipping fees.
- Consistent with the vehicle replacement schedule, the 2016 Budget includes an increase in the contribution to the vehicle reserve of $0.043 million gross and net
- The reversal of one-time furniture expenditures reduced these pressures by $0.041 million net.

In order to offset the above pressures, the 2016 service cost changes for *Community Recreation* consists of base reductions of $1.046 million, and efficiency savings of $0.326 million, as detailed below:

Base Budget Changes (Savings of $1.046 million gross & net)

- Community Recreation identified line by line reductions of $0.192 million relating to discretionary expenditures and hydro.
- A salary and benefit reduction of $0.693 million gross and net million for PEP savings due to position based budgeting.
- An additional 1% gapping has been applied to non-union positions of $0.161 million gross and net to align to hiring timelines

Efficiencies (Savings of $0.326 million gross & net)

Relocate Programming from Toronto District School Board

- Savings of $0.094 million in 2016 and $0.384 million in 2017 will be achieved by transferring the delivery of aquatic programs and services currently offered from 3 selected Toronto District School Board (TDSB) pools to new facilities within close proximity of the selected TDSB Pools.
  - The efficiency savings are the result of a review of locations operating below capacity and locations where programs could be merged were identified without overall service impacts.

- A total of 4,000 program hours and an estimated 28,000 visits will be relocated to new facilities while approximately 400 permit hours may be reduced or permitted from the TDSB directly.
- The effective date is September 2016 as the City will be required to pay rent until September 2016 providing the TDSB is given notice by January of 2016.
- Programming at the following locations will be re-located:

Toronto District School Board (TDSB) Pool	Ward	District	Closest Location for Program Relocation
Bendale BTI pool	37	SC	Cedarbrae CI Indoor Pool (4km)
			Wexford Collegiate (4km)
Brown Community Centre	22	TEY	Hillcrest Community Centre (2km)
			North Toronto Community Centre Indoor Pool (3km)
Sir Wilfrid Laurier Pool	43	SC	Cedarbrae CI Indoor Pool (4km)
			Toronto Pan Am Sports Centre (6km)
			Sir Olver Mowat Indoor Pool (7km)
			West Hill Collegiate (4km)

- The majority of savings are derived from the rental payment covering annual operating costs.

Electronic Receipting

- Electronic receipting will achieve savings and productivity gains of $0.180 million.
  - Savings will be achieved from a reduction in postage and printing as a result of not issuing paper-based receipts.
  - Based on approximately 175,000 registration receipts, Community Recreation will save approximately $1.00 per receipt issued in 2016.

Talent Flow Recruitment System

- With the implementation of Talent Flow, an online application system that allows candidates to submit applications to multiple opportunities rather than manual mail-in or drop off paper application forms, Community Recreation will achieve efficiency savings / productivity gains of $0.052 million in reducing printing.
  - Previously, Recruitment Coordinators received over 10,000 paper applications. The new online application system has eliminated all manual entry and allows for immediate distribution of applications.
  - Recruitment Coordinators have more time to provide value-added support to the hiring managers, improve customer service; trouble-shoot, attend job fairs and recruitment drives.

The following revenue adjustments are included in the 2016 Operating Budget:

Capital Recovery Adjustments

- The 2016 Budget includes an increase of $0.291 million for the cost of temporary positions delivering capital projects for Community Recreation. This adjustment is necessary to reflect actual requirements and was identified during the review of approved positions.

Permit Volume Decrease

- A revenues change of $0.300 million to the 2016 Permit Fee budget is required to better align with historical revenue achieved.

Program User Fee Inflationary Increase (2.00%)

- In line with the City Council adopted User Fee Policy, the Program has completed their annual review of User Fees and applied an inflationary increase of 2.00% based on service specific costs user fees in order that results in increased revenues of $1.439 million in 2016.

2% Market Rate Increase for Permit and Program User Fees

- The 2016 Operating Budget includes $0.570 million in additional revenue resulting from an additional 2.00% increase above the 2.00% inflationary increase and will become effective April, 2016. The user fee increase was applied to all user fees with the exception of ice permit fees which received an increase beyond inflation in 2015.

- This rate increase is in response to rising budgetary pressures with the intent of increasing cost recovery and aligning the City's user fees to other municipalities in the Greater Toronto Area. This revenue adjustment is expected to result in incremental revenues of $0.343 million net in 2017.

New & Enhanced Services ($1.463 million gross and $1.166 million net)

This Service's Operating Budget also includes funds for 4 Council Approved New and Enhanced initiatives as follows:

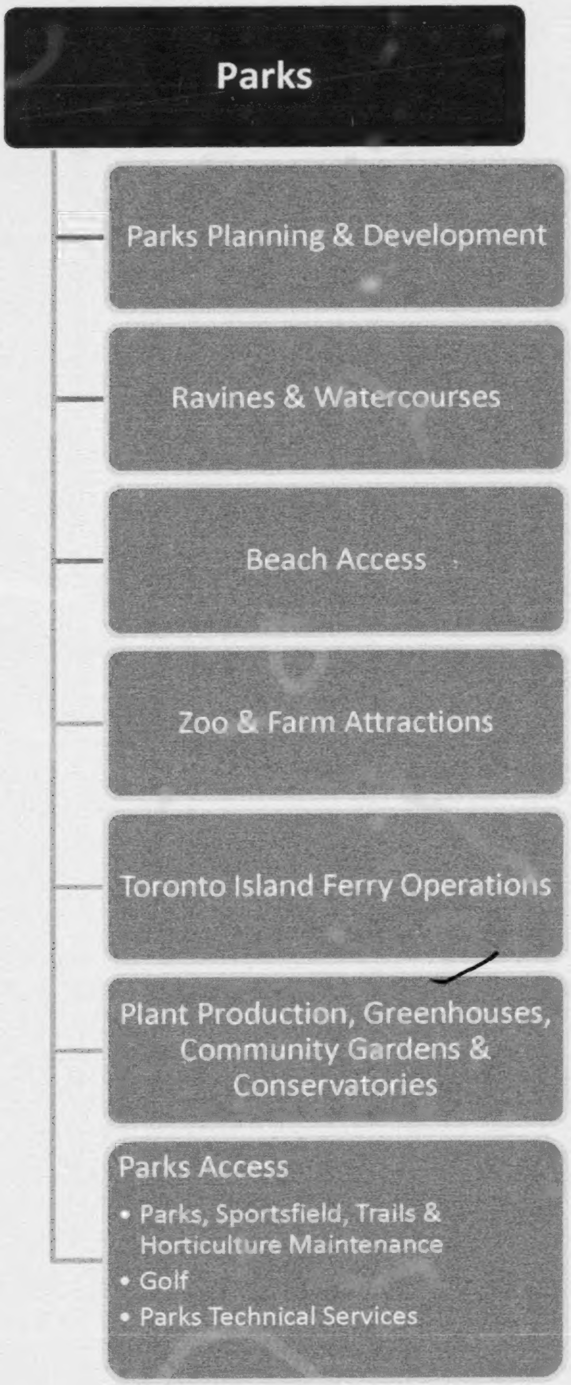
- 4 Weeks Outdoor Ice Rink Extension to include March Break ($0.556 million gross and net, 7.8 positions; 0.006 million net in 2017; and $0.015 million net in 2018) See discussion on page 14.

- Swim to Survive Expansion – Phase 2 ($0.210 million gross and net, 1.9 positions; $0.156 million net, 2.1 positions in 2016; and $0.154 million, 1.6 positions in 2018) See discussion on page 14.

- Family Day Recreation Operations ($0.250 million gross and net, 5.0 positions) See discussion on page 15

- Youth Space Expansion Phase 3 ($0.446 million gross and $0.149 million net, 8.4 positions; 0.321 million net in 2017; and $0.008 million net in 2018) See discussion on page 17.

Parks

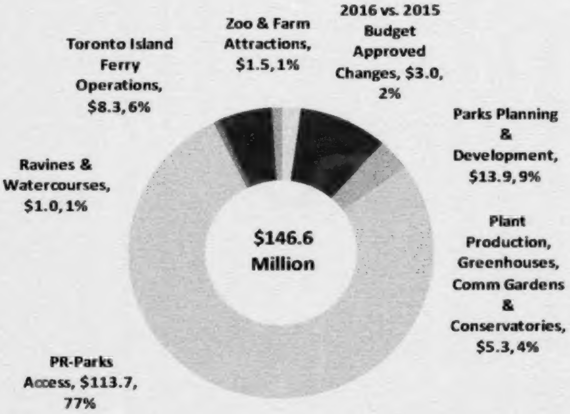


- Parks
  - Parks Planning & Development
  - Ravines & Watercourses
  - Beach Access
  - Zoo & Farm Attractions
  - Toronto Island Ferry Operations
  - Plant Production, Greenhouses, Community Gardens & Conservatories
  - Parks Access
    - Parks, Sportsfield, Trails & Horticulture Maintenance
    - Golf
    - Parks Technical Services

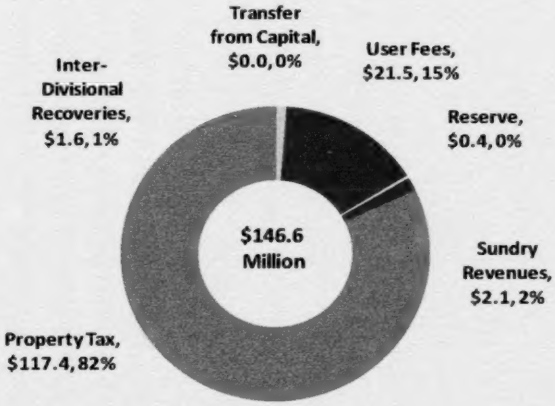
What We Do

- Provide clean, safe and well-maintained green space, sport fields and park amenities for passive and active permitted use.
- Design and develop new parks, and redevelop existing parks.
- Maintain many types of turf including sports fields, lawn bowling greens, stadiums, civic centres as well as general parkland.
- Maintain 11 swimming beaches, 8 of which are blue flag
- Operate 52 Outdoor Artificial Ice Rinks.
- Inspect nearly 1000 parks playgrounds during peak season annually.
- Provide technical services to maintain quality parks, and repair amenities.
- Manage and maintain natural areas including ravine and watercourse inspection and natural trail maintenance.
- Manage 44 hectares of horticulture, three conservatories, four greenhouses, and grow 950,000 plants every year for use in city parks and displays.
- Provide transportation services to Toronto Island Park in keeping with federal legislative requirements for ferry operations.
- Operate two animal attractions.
- Manage and maintain 64 community gardens and administer over 1,500 allotment plots.
- Operate and maintain five Golf Courses.
- Operate two ski hills.
- Provide winter snow clearing and maintenance of parks pathways.

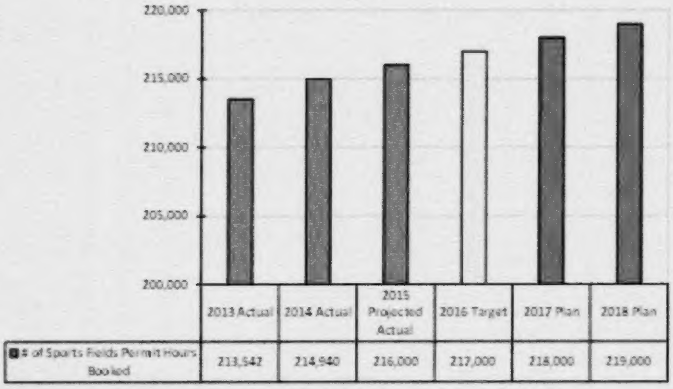
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of Sports Fields Permit Hours Booked



- Sport Field permit hours have increased by 2,458 or 1.2% compared to the same time period in 2015.
- The majority of the increase was at C sport fields due to sport field reclassifications.

2016 Service Levels
Parks

Parks, Forestry & Recreation	Activity	Type	Service Levels			
			2015	2016	2017	2018
Parks	Beach Access	Beach Maintenance	Blue flag beaches cleaned and groomed daily Other swimming beaches cleaned and groomed twice weekly	Blue flag beaches cleaned and groomed daily Other swimming beaches cleaned and groomed twice weekly	Blue flag beaches cleaned and groomed daily Other swimming beaches cleaned and groomed twice weekly	Blue flag beaches cleaned and groomed daily Other swimming beaches cleaned and groomed twice weekly
	Parks Access	Golf Courses	Daily maintenance as per seasonal requirements at 5 city-run golf courses.	Daily maintenance as per seasonal requirements at 5 city-run golf courses.	Daily maintenance as per seasonal requirements at 5 city-run golf courses.	Daily maintenance as per seasonal requirements at 5 city-run golf courses.
		Sports Fields	General services, turf maintenance and litter pick-up on a weekly basis during peak season	General services, turf maintenance and litter pick-up on a weekly basis during peak season	General services, turf maintenance and litter pick-up on a weekly basis during peak season	General services, turf maintenance and litter pick-up on a weekly basis during peak season
		Parks Horticulture Beds	Regular maintenance as required. Horticulture beds rejuvenated on a 5 - 7 year cycle	Regular maintenance as required. Horticulture beds rejuvenated on a 5 - 7 year cycle	Regular maintenance as required. Horticulture beds rejuvenated on a 5 - 7 year cycle	Regular maintenance as required. Horticulture beds rejuvenated on a 5 - 7 year cycle
		Natural parkland & trails	Annual Inspections for natural areas as per grass cutting schedule. and regular maintenance for trails, bridges & life rings. Life stations inspected monthly	Annual Inspections for natural areas as per grass cutting schedule and regular maintenance for trails, bridges & life rings. Life stations inspected monthly	Annual Inspections for natural areas as per grass cutting schedule and regular maintenance for trails, bridges & life rings. Life stations inspected monthly	Annual Inspections for natural areas as per grass cutting schedule and regular maintenance for trails, bridges & life rings. Life stations inspected monthly
		General parkland & trails	General services, turf maintenance and litter pick-up as per the grass cutting schedule	General services, turf maintenance and litter pick-up as per the grass cutting schedule. Maintain standards for cleaning of facilities, repairs & inspection and winter maintenance.	General services, turf maintenance and litter pick-up as per the grass cutting schedule. Maintain standards for cleaning of facilities, repairs & inspection and winter maintenance.	General services, turf maintenance and litter pick-up as per the grass cutting schedule. Maintain standards for cleaning of facilities, repairs & inspection and winter maintenance.
		Equipment Maintenance	Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit
		Parks Construction & Asset Maintenance	Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit	Work orders completed in priority order as time and resources permit

2016 Service Levels

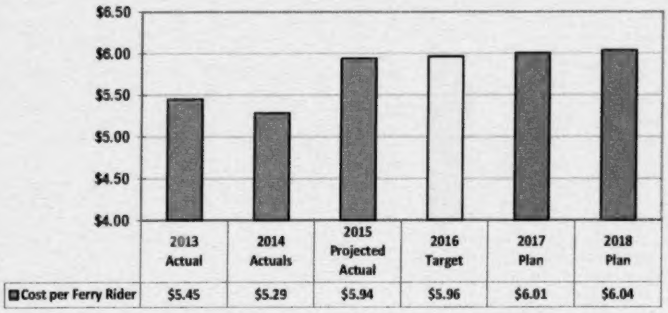
Parks

Parks, Forestry & Recreation	Activity	Type	Service Levels			
			2015	2016	2017	2018
Parks	Parks Planning & Development	Parks Planning & Development	Parks Plan reviewed annually. 8,096 HA of Parkland	Parks Plan reviewed annually. 8,101 HA of Parkland	Parks Plan reviewed annually. 8,107 HA of Parkland	Parks Plan reviewed annually. 8,111 HA of Parkland
	Plant Production, Greenhouses, Community Gardens & Conservatories	Community Gardens ~ Community Gardens	Add an average of 3 community gardens per year and supervise approximately 1,500 allotment plots	Add an average of 3 community gardens per year and supervise approximately 1,500 allotment plots	Add an average of 3 community gardens per year and supervise approximately 1,500 allotment plots	Add an average of 3 community gardens per year and supervise approximately 1,500 allotment plots
		Conservatories ~ Conservatories	3 plant conservatories and plant collection maintained. 5 seasonal flowering shows annually.	3 plant conservatories and plant collections maintained. 4 greenhouses and 10 seasonal flower shows.	3 plant conservatories and plant collections maintained. 4 greenhouses and 10 seasonal flower shows.	3 plant conservatories and plant collections maintained. 4 greenhouses and 10 seasonal flower shows.
		Plant Production ~ Plant Production	950,000 annuals produced for city parks and flower shows.	950,000 annuals produced for city parks and flower shows.	950,000 annuals produced for city parks and flower shows.	950,000 annuals produced for city parks and flower shows.
	Ravines & Watercourses	Ravines & Watercourses	Annual inspections	Annual Inspections and remove debris. Clean water infrastructure (bridge abutments and sewer inlets)	Annual Inspections and remove debris. Clean water infrastructure (bridge abutments and sewer inlets)	Annual Inspections and remove debris. Clean water infrastructure (bridge abutments and sewer inlets)
	Toronto Island Ferry Operations	Toronto Island Ferry Operations	Approximately 16,000 round trips per year weather permitting	Approximately 16,000 round trips per year weather permitting	Approximately 16,000 round trips per year weather permitting	Approximately 16,000 round trips per year weather permitting
	Zoo & Farm Attractions	Zoo & Farm Attractions	Animal care provided based on standards.	Animal care provided based on standards.	Animal care provided based on standards.	Animal care provided based on standards.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

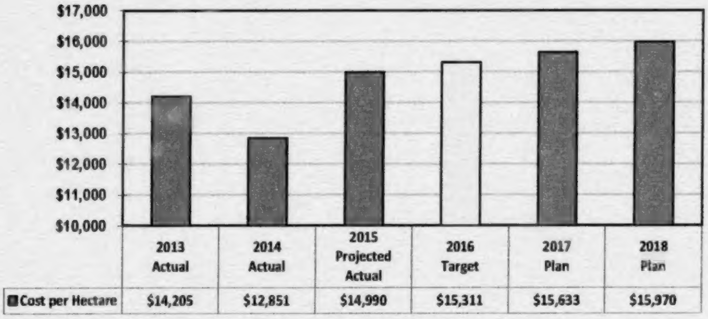
Service Performance

Efficiency Measure – Cost Per Ferry Rider



- Cost per Ferry Rider expected to increase due to inflation, legislated security requirements and costs of maintaining aging Ferries as well as diminished capacity of the Fleet
- Ferry replacement reserve created and funded by contributions from operating began in 2013
- New Ferries will have increased capacity, with less breakdowns than the current fleet and are expected to increase ridership and reduce costs.

Efficiency Measure – Cost per Hectare Maintained



- Cost per maintained HA maintenance increased by the rate of inflation
- Cost pressures for Parks maintenance are due to higher park usage, type of park usage (increased events), environmental changes (storm events causing damage, extended seasons), and inflation
- Approximately 12 hectares of new parkland added since 2013, with increasingly complex features
- Increased demand for involvement from park interest and community groups

Table 6
2016 Service Budget by Activity

Parks

	2015	2016 Preliminary Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Beach Access	3,336.4	3,012.5		3,012.5	(323.9)	(9.7%)		3,012.5	(323.9)	(9.7%)	28.0	0.9%	18.5	0.6%
Parks Planning & Development	12,584.0	13,893.4	(36.1)	13,857.3	1,273.3	10.1%		13,857.3	1,273.3	10.1%	995.6	7.2%	(403.7)	(2.7%)
Plant Production, Greenhouses, Comm Gardens	5,299.2	5,257.4		5,257.4	(41.8)	(0.8%)	231.1	5,488.5	189.2	3.6%	91.4	1.7%	48.6	0.9%
PR-Parks Access	115,197.7	113,738.2	(20.0)	113,718.2	(1,479.5)	(1.3%)	371.2	114,089.4	(1,108.2)	(1.0%)	4,855.7	4.3%	3,964.4	3.3%
Ravines & Watercourses	1,078.0	997.4		997.4	(80.5)	(7.5%)		997.4	(80.5)	(7.5%)	1.0	0.1%	7.3	0.7%
Toronto Island Ferry Operations	7,948.6	8,264.9		8,264.9	316.2	4.0%		8,264.9	316.2	4.0%	55.1	0.7%	40.1	0.5%
Zoo & Farm Attractions	1,439.8	1,474.7		1,474.7	35.0	2.4%		1,474.7	35.0	2.4%	0.3	0.0%	8.5	0.6%
Total Gross Exp.	146,883.6	146,638.5	(56.1)	146,582.4	(301.2)	(0.2%)	602.3	147,184.7	301.1	0.2%	6,026.9	4.1%	3,683.7	2.3%
REVENUE														
Beach Access	6.8	21.3		21.3	14.5	214.9%		21.3	14.5	214.9%		0.0%		
Parks Planning & Development	7,625.2	8,648.5		8,648.5	1,023.4	13.4%		8,648.5	1,023.4	13.4%	125.5	1.5%	(719.7)	(8.2%)
Plant Production, Greenhouses, Comm Gardens	816.1	739.5	3.2	742.7	(73.4)	(9.0%)		742.7	(73.4)	(9.0%)		0.0%		
PR-Parks Access	13,502.0	11,846.6	146.5	11,993.2	(1,508.8)	(11.2%)	25.0	12,018.2	(1,483.8)	(11.0%)	(515.1)	4.3%	(400.0)	(3.5%)
Ravines & Watercourses	236.2	236.1		236.1	(0.1)	(0.0%)		236.1	(0.1)	(0.0%)		0.0%		
Toronto Island Ferry Operations	6,782.2	7,351.8	126.8	7,478.6	696.4	10.3%		7,478.6	696.4	10.3%		0.0%		
Zoo & Farm Attractions	138.8	60.7	0.6	61.3	(77.5)	(55.8%)		61.3	(77.5)	(55.8%)		0.0%		
Total Revenues	29,107.2	28,904.6	277.1	29,181.8	74.5	0.3%	25.0	29,206.8	99.5	0.3%	(389.5)	-1.3%	(1,119.7)	(4.0%)
NET EXP.														
Beach Access	3,329.6	2,991.2		2,991.2	(338.5)	(10.2%)		2,991.2	(338.5)	(10.2%)	28.0	0.9%	18.5	0.6%
Parks Planning & Development	4,958.8	5,244.9	(36.1)	5,208.8	249.9	5.0%		5,208.8	249.9	5.0%	870.0	16.7%	316.0	5.2%
Plant Production, Greenhouses, Comm Gardens	4,483.1	4,517.9	(3.2)	4,514.7	31.6	0.7%	231.1	4,745.7	262.6	5.9%	91.4	1.9%	48.6	1.0%
PR-Parks Access	101,695.7	101,891.6	(166.5)	101,725.0	29.4	0.0%	346.2	102,071.3	375.6	0.4%	5,370.8	5.3%	4,364.4	4.1%
Ravines & Watercourses	841.8	761.3		761.3	(80.5)	(9.6%)		761.3	(80.5)	(9.6%)	1.0	0.1%	7.3	1.0%
Toronto Island Ferry Operations	1,166.4	913.1	(126.8)	786.3	(380.1)	(32.6%)		786.3	(380.1)	(32.6%)	55.1	7.0%	40.1	4.8%
Zoo & Farm Attractions	1,301.0	1,414.0	(0.6)	1,413.4	112.4	8.6%		1,413.4	112.4	8.6%	0.3	0.0%	8.5	0.6%
Total Net Exp.	117,776.4	117,733.9	(333.2)	117,400.7	(375.7)	(0.3%)	577.3	117,978.0	201.6	0.2%	6,416.5	5.4%	4,803.5	3.7%
Approved Positions	1,280.7	1,312.8	(1.0)	1,311.8	31.1	2.4%	5.6	1,317.5	36.8	2.9%	9.8	0.7%	(7.2)	(0.5%)

The 2016 Operating Budget for Parks Services of $146.582 million gross and $117.400 million net is $0.378 million or 0.3% below the 2015 Approved Net Budget.

- Base budget pressures in *the Parks Service* total $1.510 million net and are mainly attributable to the operating costs associated with newly developed or acquired parkland, economic factors and the annualization of initiatives that were included in the 2015 Operating Budget detailed as follows :
  - Non-Payroll economic factors of $0.318 million gross and net are mainly attributable to maintenance contracts and inflationary increase for parts for machinery and equipment
  - As part of the 2016 salary calculations, Parks, Forestry and Recreation reviewed all budgeted positions and adjusted the cost allocation in 2016. There are no service level impacts resulting from the re-distribution of budget. Together with the progression, step and benefit increases this change results in a budget reduction of $0.700 million gross and net.
  - The annualized funding of new parks and park enhancements delivered in 2015 across the City requires additional maintenance funding of $0.658 million net.
  - The operating cost to implement completed parks and park enhancement projects in 2016 is $1.016 million gross and net.

- Consistent with the vehicle replacement schedule, the 2016 Budget includes an increase in the contribution to the vehicle reserve of $0.548 million gross and net
- Interdepartmental charges were lower by $0.690 million net due to savings achieved in Solid Waste Management charges from lower waste volumes.
- The reversal of one-time furniture expenditures reduced these pressures by $0.058 million net.

Ferry Reserve Contribution ($0.119 million net)

- The contribution to the ferry reserve for the purposes of replacing the Toronto Island ferry fleet will be increased from $0.250 million to $0.369 million. See Issues Discussion on page 56.

The following revenue adjustments are included in this Service's 2016 Operating Budget:

Capital Recovery Adjustments

- The 2016 Budget includes an increase of $0.204 million for the recovery of temporary positions delivering capital projects. This adjustment is necessary to reflect actual requirements and was identified during the review of approved positions.

Permit Volume Decrease

- A revenue change of $0.300 million to the 2016 Permit Fee budget is required to better align with historical revenue achieved.

Program User Fee Inflationary Increase (2%)

- In line with the City Council adopted User Fee Policy, the Program has completed their annual review of User Fees and applied an inflationary increase of 2% based on service specific user fees results in increased revenues of $0.134 million in 2016.

Market Rate Increase of 2% for Park Permit, Golf and Ferry User Fees

- The 2016 Operating Budget includes $0.277 million in additional revenue resulting from an additional 2.0% increase above the 2% inflationary increase and become effective for April, 2016.
- This rate increase is in response to rising budgetary pressures with the intent of increasing cost recovery and aligning the City's user fees to other municipalities in the Greater Toronto Area.

In order to offset the above pressures, the 2016 service changes for *Parks* consists of base reductions of $1.216 million, and efficiency savings of $0.056 million, as detailed below:

Base Budget Changes (Savings of $2.241 million gross & net)

- Parks identified line by line reductions of $0.486 million relating to expenditures and hydro.
- The salary and benefit budget was reduced by PEP savings of $1.621 million identified through moving to position-based budgeting that aligned the salary and benefit budget with actual PEP calculated salary and benefit costs.

- An additional 1% gapping has been applied to non-union positions of $0.134 million gross and net to align to hiring timelines.

Efficiencies (Savings of $0.056 million gross and net)

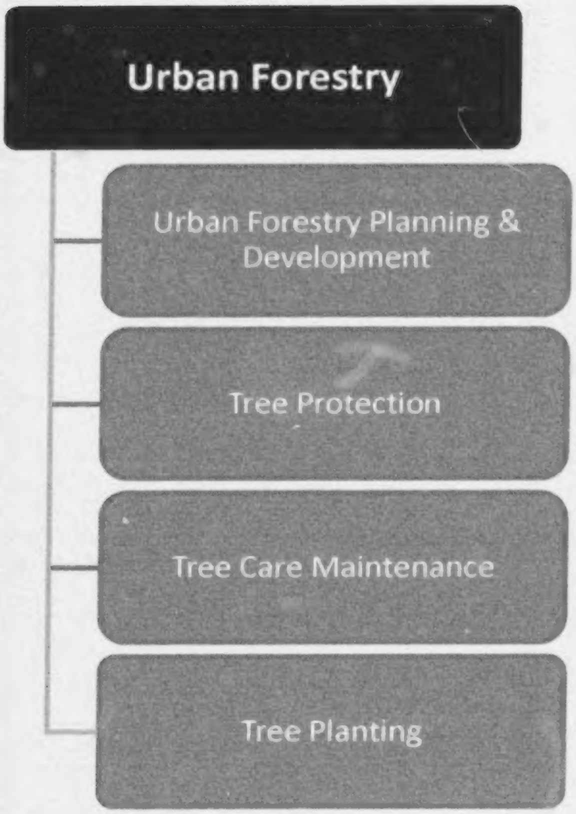
- Parks, Forestry and Recreation will achieve efficiency savings / productivity gains as a result of implementing the electronic receipting system and the Talent Flow staffing system. The total savings allocated to Parks is $0.056 million gross and net. See details of this initiative in the Community Recreation Service on page 12.

New & Enhanced Services ($0.602 million gross and $0.577 net, 5.6 positions)

This Service's Operating Budget also includes funds for 4 Council Approved New and Enhanced as follows:

- *Parks Plan - Enhanced Maintenance & Quality Management ($0.177 million gross and net, 2.1 positions)* See discussion on page 15.
- Parks Plan – Horticulture & Urban Agriculture ($0.291 million gross and net, 3.6 positions) See discussion on page 16.
- Hydro Corridor Agreements ($0.110 million gross and net) See discussion on page 16.
- Grenadier Pond ($0.025 million gross and 0 net) See discussion on page 17.

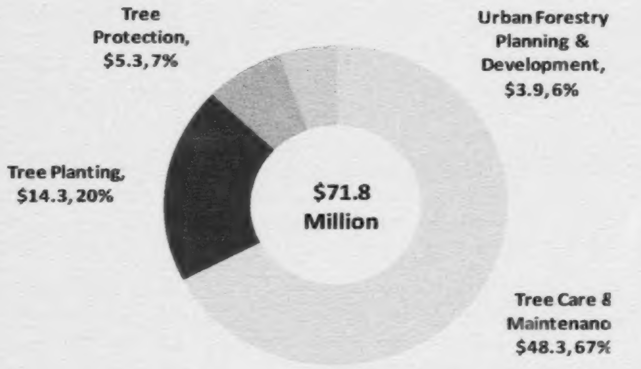
Urban Forestry



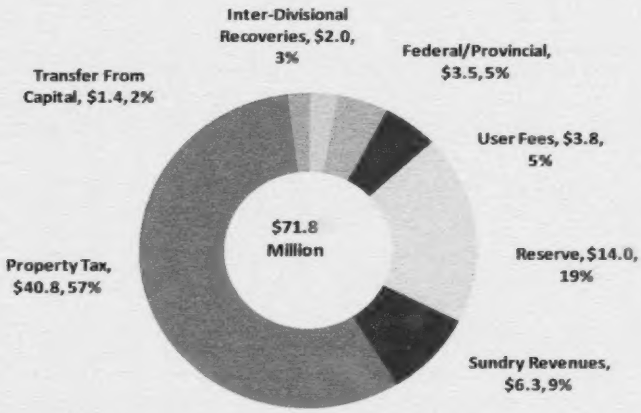
What We Do

- Maintain in a state of good repair and enhance the urban forest asset through investment in new trees, protection and maintenance of the existing asset, and planning for the future.
    - ➢ Maintain a multi-year Urban Forestry Service Plan, including annual review and adjustment to maximize operational efficiency towards preserving and optimizing the urban forest asset, including street trees, commercial trees, park trees, and natural areas.
    - ➢ Protect the existing tree and natural area assets to maximize public benefit by ensuring healthier trees and natural areas and avoiding unnecessary damage or removal; working with other City Divisions and key stakeholders on policies to improve tree planting and protection, natural area preservation and growing conditions in the City. Includes:
        - o Review of development and construction plans
        - o Processing of permit applications
        - o Bylaw compliance/enforcement
    - ➢ Plant more trees on City-owned land and promote and support tree planting on public (quasi- City) and private land to increase long term canopy potential. This includes planting along streets, in parks, commercial areas and natural areas and partnership ventures with other agencies and private groups such as the Trees across Toronto Program, and community engagement with volunteer planting.
    - ➢ Proactively manage and maintain trees: Maximize the public benefit of the urban forest by ensuring healthier and longer lived trees through systematic processes that encourage tree health and natural form, maintaining structural integrity to help them to achieve full life expectancy.

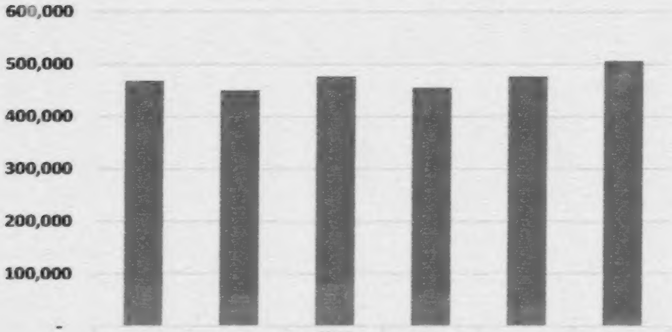
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Urban Forestry – Number of Work Orders



	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
work orders-Consolidated	467,734	449,151	476,346	455,236	476,205	506,193
■ work orders-Core Operations	386,491	389,874	394,569	392,009	436,660	488,719
■ work orders-EAB	81,243	59,277	81,777	63,227	39,545	17,474

- Urban Forestry is incrementally advancing towards the 7 year pruning cycle by 2023 with a current cycle of 15 years
- Future year increases are in line with the Forestry Management Plan

2016 Service Levels

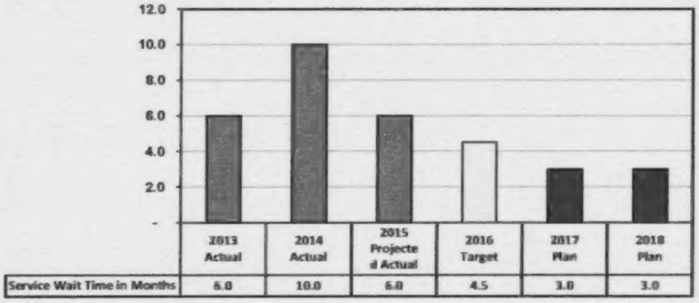
Urban Forestry

Parks, Forestry & Recreation	Activity	Type	Service Levels			
			2015	2016	2017	2018
Urban Forestry	Tree Care & Maintenance	Tree Care & Maintenance ~ Forest Health Care	Approximately 25,600 trees	Approximately 14,800 trees	Approximately 25,600 trees	Approximately 14,800 trees
		Tree Care & Maintenance ~ Inspections	Approximately 152,900 tree inspections	Approximately 144,000 tree inspections	Approximately 152,000 tree inspections	Approximately 170,400 tree inspections
		Tree Care & Maintenance ~ Pruning	Approximately 81,200 tree prunings	Approximately 81,200 tree prunings	Approximately 98,100 tree prunings	Approximately 119,900 tree prunings
		Tree Care & Maintenance ~ Removals	Approximately 29,900 tree removals	Approximately 26,700 tree removals	Approximately 17,900 tree removals	Approximately 14,500 tree removals
		Tree Care & Maintenance ~ Stumping	Approximately 13,000 tree stumpings	Approximately 13,000 tree stumpings	Approximately 8,600 tree stumpings	Approximately 7,000 tree stumpings
		Tree Care & Maintenance ~ Storm Clean Ups	Approximately 7,000 storm clean ups	Approximately 7,000 storm clean ups	Approximately 7,000 storm clean ups	Approximately 7,000 storm clean ups
		Tree Care & Maintenance ~ Other Removal Activities	Approximately 23,500 other removal activities	Approximately 23,500 other removal activities	Approximately 16,300 other removal activities	Approximately 13,600 other removal activities
		Tree Care & Maintenance ~ General Maintenance Activities	Approximately 32,600 general maintenance activities	Approximately 32,600 general maintenance activities	Approximately 32,600 general maintenance activities	Approximately 32,600 general maintenance activities
	Tree Planting	Tree Planting ~ Wire Baskets (B&B)	Approximately 13,800 wire basket tree plantings	Approximately 14,000 wire basket tree plantings	Approximately 14,700 wire basket tree plantings	Approximately 14,700 wire basket tree plantings
		Tree Planting ~ Containers/Bare Root	Approximately 4,900 container/bare root trees planted	Approximately 5,000 container/bare root trees planted	Approximately 5,300 container/bare root trees planted	Approximately 5,300 container/bare root trees planted
		Tree Planting ~ Naturalization	Approximately 79,600 naturalization tree plantings	Approximately 80,800 naturalization tree plantings	Approximately 90,600 naturalization tree plantings	Approximately 99,100 naturalization tree plantings
		EAB related plantings	Approximately 6,700 EAB related tree plantings	Approximately 5,300 EAB related tree plantings		
	Tree Protection	Tree Protection ~ Tree Permits	Approximately 5,600 tree permits	Approximately 6,000 tree permits	Approximately 6,000 tree permits	Approximately 6,000 tree permits
		Tree Protection ~ By-law Contraventions Issued		Approximately 1,400 by law contraventions issued	Approximately 1,400 by law contraventions issued	Approximately 1,400 by law contraventions issued
	Urban Forestry Planning & Development		Approximately 4.3 Million public trees under management	Approximately 4.35 Million public trees under management	Approximately 4.5 Million public trees under management	Approximately 4.6 Million public trees under management

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Service Performance

Tree Care and Maintenance
Forestry Service Wait Time (Months)



- Urban Forestry has worked proactively to reduce the backlog from 24 months in 2007 to 6 months in 2013. Due to prioritizing the 2013 ice storm in order to mitigate public liability, the backlog has increased to a 10 month wait time for servicing.

Table 6

2016 Service Budget by Activity

Urban Forestry

	2015	2016 Preliminary Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Tree Care & Maintenance	52,624.0	48,324.9		48,324.9	(4,299.1)	(8.2%)	989.6	49,314.4	(3,309.5)	(6.3%)	(3,192.2)	-6.5%	335.0	0.7%
Tree Planting	8,899.7	14,299.2		14,299.2	5,399.	60.7%	674.1	14,973.3	6,073.6	68.2%	(1,561.9)	-10.4%	(526.3)	(3.9%)
Tree Protection	4,955.1	5,322.0		5,322.0	366.9	7.4%		5,322.0	366.9	7.4%	55.8	1.0%	57.0	1.1%
Urban Forestry Planning & Development	3,475.3	3,906.4	(15.5)	3,890.9	415.5	12.0%		3,890.9	415.5	12.0%	335.4	8.6%	(163.7)	(3.9%)
Total Gross Exp.	69,954.2	71,852.4	(15.5)	71,836.9	1,882.8	2.7%	1,663.7	73,500.6	3,546.5	5.1%	(4,362.9)	-5.9%	(298.1)	(0.4%)
REVENUE														
Tree Care & Maintenance	21,610.6	18,472.7		18,472.7	(3,137.9)	(14.5%)		18,472.7	(3,137.9)	(14.5%)	(5,485.0)	-29.7%	(1,795.0)	(13.8%)
Tree Planting	5,403.4	7,870.9		7,870.9	2,467.4	45.7%		7,870.9	2,467.4	45.7%	(1,715.0)	-21.8%	(605.0)	(9.8%)
Tree Protection	2,712.2	3,182.9	26.8	3,209.6	497.4	18.3%		3,209.6	497.4	18.3%		0.0%		
Urban Forestry Planning & Development	993.6	1,449.0		1,449.0	455.4	45.8%		1,449.0	455.4	45.8%	37.2	2.6%	(244.2)	(16.4%)
Total Revenues	30,719.8	30,975.4	26.8	31,002.2	282.3	0.9%		31,002.2	282.3	0.9%	(7,162.8)	-23.1%	(2,644.2)	(12.5%)
NET EXP.														
Tree Care & Maintenance	31,013.4	29,852.2		29,852.2	(1,161.2)	(3.7%)	989.6	30,841.7	(171.6)	(0.6%)	2,292.8	7.4%	2,130.0	6.4%
Tree Planting	3,496.3	6,428.3		6,428.3	2,932.0	83.9%	674.1	7,102.4	3,606.2	103.1%	153.1	2.2%	78.7	1.1%
Tree Protection	2,242.9	2,139.1	(26.8)	2,112.3	(130.6)	(5.8%)		2,112.3	(130.6)	(5.8%)	55.8	2.6%	57.0	2.6%
Urban Forestry Planning & Development	2,481.8	2,457.4	(15.5)	2,441.9	(39.8)	(1.6%)		2,441.9	(39.8)	(1.6%)	298.2	12.2%	80.4	2.9%
Total Net Exp.	39,234.3	40,877.0	(42.2)	40,834.8	1,600.4	4.1%	1,663.7	42,498.5	3,264.1	8.3%	2,799.9	6.6%	2,346.1	4.9%
Approved Positions	370.6	378.1	(0.4)	377.7	7.1	1.9%		377.7	7.1	1.9%	(0.1)	0.0%	(2.3)	(0.6%)

The ***Urban Forestry Service*** maintains and enhances the urban forest through planting new trees, protection and care of existing resources, and planning policy for the future.

The 2016 Operating Budget of $71.837 million gross and $40.835 million net is $1.601 million or 4.1% over the 2015 Approved Net Budget.

The primary budget pressures faced by the *Urban Forestry Service* is the Revised Forestry Service Plan of $1.25 million which phases in property tax funding from the Environment Protection Reserve Fund as outlined in the Revised Forestry Service Plan. See Issues Discussion on page 44.

The following revenue adjustments are included in the 2016 Budget:

Capital Recovery Adjustments

- The 2016 Budget includes an increase of $0.087 for the cost of temporary positions delivering capital projects. This adjustment is necessary to reflect actual requirements and was identified during the review of approved positions.

User Fee Inflationary Increase – Private Tree Bylaw and Contravention Fees (2.00%)

- In line with the City Council adopted User Fee Policy, the Program has completed their annual review of User Fees and applied an inflationary increase of 2% based on service specific user fees that results in increased revenues of $0.027 million in 2016.

Market Rate Increase of 2% for Private Tree Bylaw and Contravention Fees

- The 2016 Operating Budget includes $0.027 million in additional revenue resulting from an additional 2.0% increase above the 2% inflationary increase, effective 2016.

- This rate increase is in response to rising budgetary pressures with the intent of increasing cost recovery and aligning the City's user fees to other municipalities in the Greater Toronto Area.

In order to offset the above pressures, the 2016 service cost changes for *Urban Forestry* consists of base reductions of $1.216 million, and efficiency savings / productivity gains of $0.056 million, as detailed below:

Base Budget Changes (Savings of $0.190 million gross & net)

- Line by line reductions of $0.022 million relating to expenditures and hydro.
- A salary and benefit reduction of $0.168 million gross and net million for PEP savings due to position based budgeting.
- An additional 1% gapping has been applied to non-union positions of $0.113 million gross and net to align to hiring timelines.

Efficiencies (Savings of $0.016 million gross & net)

- Parks, Forestry and Recreation will realize efficiency savings as a result of the implementing the Talent Flow staffing system. The total savings allocated to Urban Forestry is $0.015 million gross and net. See details of this initiative in the Community Recreation Service on page 12.

New & Enhanced Services ($1.664 million gross and net)

This Service's Operating Budget also includes funds for the following Council Approved New and Enhanced:

- *Re-established Service Plan to achieve the Original Tree Canopy Goal* (*$1.664 million gross and net*) See discussion on page 16.

Parks, Forestry and Recreation

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Parks, Forestry and Recreation provides a wide range of leisure and recreation opportunities to Toronto residents while operating and maintaining its assets.

The primary focus of the 2016-2025 Capital Budget and Plan totalling $1.191 billion is to preserve and protect existing assets in a state of good repair while meeting the demands of an expanding and changing City for improvement and growth in service delivery.

The 10-Year Capital Plan provides funding for service improvement projects for park development and playground enhancements, new ferry boats for the Toronto Islands, a new pool at Wellesley Community Centre, and the replacement of the Don Mills Civitan Arena.

Growth related initiatives such as the construction of the North East Scarborough Community Centre, Western North York Community Centre, Bessarion Community Centre, 40 Wabash Parkdale Community Centre, and Railway Lands Community Centre will be completed over the 10-year planning horizon.

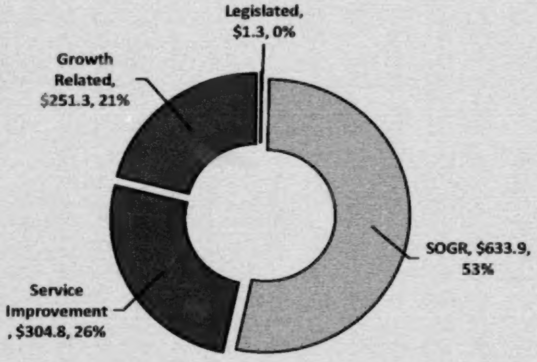
2016 Capital Budget Highlights

The 2016 Capital Budget for Parks, Forestry and Recreation of $151.683 million, excluding carry forward funding, will:

- ✓ Begin the design of the Toronto Island ferry to meet the specific needs of transporting passengers year-round ($3.000 million);
- ✓ Complete the construction of the *York Community Centre* ($5.876 million);
- ✓ Start the construction of the Wellesley Community Centre Pool ($3.0 million);
- ✓ Begin the requirements definition phase of major information system replacements including the Work Management System ($2.0 million), Registration, Permitting & Licensing System ($1.000 million) and Business Performance Management System ($1.200 million);
- ✓ Continue with development of Grange Park ($3.720 million);Bellevue Square ($1.201 million); and McCowan District Park ($2.020 million); and
- ✓ Complete Berczy Park Construction ($2.175 million); and Linear Art Park ($1.438 million).

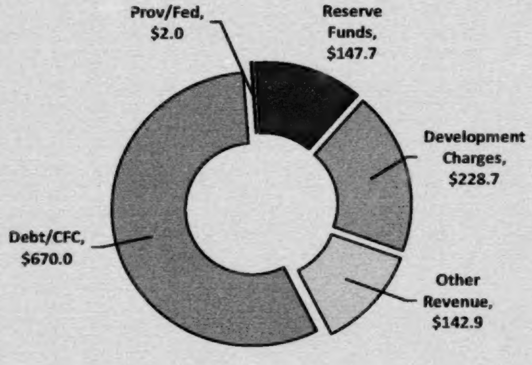
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$1,191.328 Million

2016-2025 Capital Budget and Plan by Funding Source



$1,191.328 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $1,191.328 millio provides funding for:

- Land Acquisitions
- Outdoor Recreation Centres
- Park Development
- Playground & Water Play Areas
- Parking Lots & Tennis Courts
- Pools
- Arenas
- Community Centres
- Special Facilities
- Trails & Pathways
- Environmental Initiatives
- Facilities Components
- Information Technology

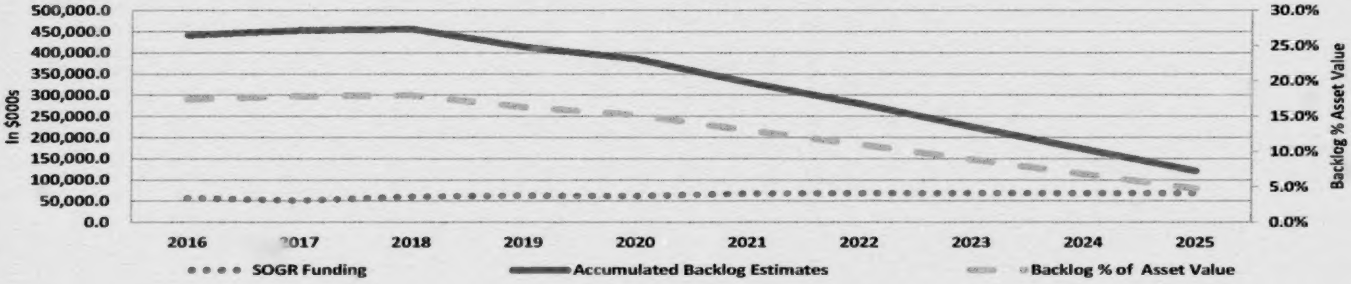
Where does the money come from?

The 10-Year Capital Plan requires:

- New debt funding of $669.959 million comprises 56.3% of the Program's 10-year capital funding.
- Capital financing of $146.670 million or 12.3% will be provided from various reserve funds.
- Development Charges of $228.733 million or 19.2% will fund growth and service improvement projects.
- Other Revenues (Section 37, Section 42 Alternate Rate cash-in-lieu, and Section 45) totalling $142.946 million account for 12.0%.
- Federal funding of $2.000 million from the Canada 150 Community Infrastructure Program (CIP 150).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $633.879 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 17.4% in 2016 to 4.8% in 2025.

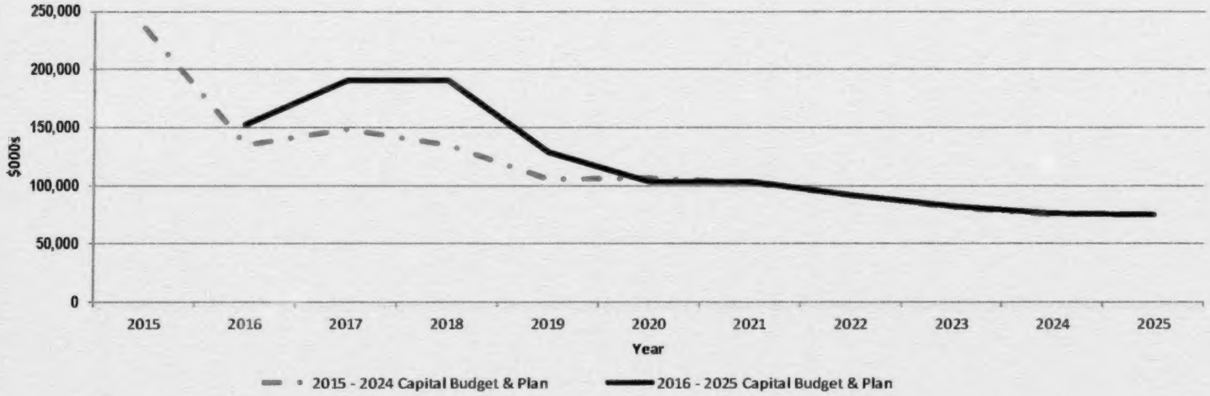


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $25.840 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $25.840 million or 2.1% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	235,483	134,365	148,567	135,167	105,718	106,624	102,619	91,827	81,496	75,302		**1,217,168**
2016 - 2025 Capital Budget & Plan		152,853	189,997	189,928	128,049	103,430	102,819	92,027	81,696	75,502	75,027	**1,191,328**
Change %		13.8%	27.9%	40.5%	21.1%	(3.0%)	0.2%	0.2%	0.2%	0.3%		**(2.1%)**
Change $		18,488	41,430	54,761	22,331	-3,194	200	200	200	200		**(25,840)**

As shown in the table above, while the first four years of the plan, 2016-2020, reflect the inclusion of projects with newly secured funding, the overall comparison of the 10 Year Capital Plans, shows a decrease $25.840 million. This decrease is mainly due to the significant carry forward of $56.386 million into 2015 from 2014 compared to the proposed 2016-2025 Capital Plan that excludes this impact. In the Years 2021-2024, there has been no significant change.

As reflected in Table 2 on the following page Changes to the 2016-2024 Approved Capital Plan, specifically the recommended $134.616 million in increased capital funding in the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Parks, Forestry and Recreation's capital projects, based on the following factors:

- ✓ 59 new sub-projects totalling $33.809 million funded from Section 37, Section 42 Alternate Rate cash-in-lieu, Section 45 and other third party funding sources were added to the 2016-2025 Capital Plan; and

Cash flows were realigned based on readiness of projects to proceed.

The following table details the capital projects, by category, included within the 2016 – 2025 Capital Budget and Plan for Transportation Services:

Table 1
Summary of Capital Plan by Project Category (In $000s)

$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	174,134	134,365	148,567	135,167	105,718	106,624	102,619	91,827	81,496	75,302		981,685
2016 - 2025 Capital Budget & Plan		152,853	189,997	189,928	128,049	103,430	102,819	92,027	81,696	75,502	75,027	1,116,301
Capital Budget & Plan Changes (2016 - 2024)		18,488	41,430	54,761	22,331	(3,194)	200	200	200	200		134,616

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
Previously Approved													
Facility Components		(500)	(103)								(603)		
Land Acquisition		1,102									1,102		
Outdoor Recreation Centres		(135)	450								315		
Park Development		13,693	3,725			275					17,693		
Parking Lot and Tennis Courts											-		
Playgrounds/Water play											-		
Pool		234									234		
Arena		(340)	250	250							160		
Trails & Pathways		174	492			285					951		
Environmental Initiatives		852									852		
Special Facilities		689									689		
Community Centres		(8,258)	(4,346)	25,319	(3,316)						9,399		
Information Technology		(750)	(750)	(750)	(250)						(2,500)		
Total Previously Approved		6,761	(282)	24,819	(3,566)	560	-	-	-	-	28,292	-	-
New													
Facility Components		200	50	175	75	(175)	(125)	(325)	(325)	(325)	(775)	6,300	
Land Acquisition		3,210	110								3,320	400	
Outdoor Recreation Centres		(2,385)	6,205	2,042	(53)	(113)	(13)	(13)	(13)	(13)	5,644	4,700	
Park Development		(3,630)	10,929	4,845	975	(175)	(125)	(125)	(125)	(125)	12,444	3,200	
Parking Lot and Tennis Courts		(70)	(610)	560	(120)	(120)	(100)	(100)	(100)	4,600	3,940	15,000	
Playgrounds/Water play		1,700	2,170	1,940	1,800	1,800	1,800	1,800	1,800	1,800	16,610	4,550	
Pool		-	-	875	(250)	(250)	(150)	(190)	(190)	(190)	(345)	5,250	
Arena		4,100	-	(300)	(300)	(300)	(150)	(250)	(150)	(5,150)	(2,500)	1,300	
Trails & Pathways		2,340	2,475								4,815	7,000	
Environmental Initiatives		(50)	(400)	(31)	1,169	(231)	(100)	(114)	(114)	(114)	15	2,600	
Special Facilities		2,514	400	(60)	(20)	(60)		(310)	(310)	(283)	1,871	3,527	
Community Centres		498	16,558	19,443	20,771	(6,230)	(837)	(173)	(273)		49,757	19,000	
Information Technology		3,300	3,825	453	1,850	2,100					11,528		
Total New		11,727	41,712	29,942	25,897	(3,754)	200	200	200	200	106,324	75,027	-
Total Changes		18,488	41,430	54,761	22,331	(3,194)	200	200	200	200	134,616	75,027	

10-Year Capital Plan: Net Operating Budget Impact

Table 2

Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Land Acquisition	18.0	0.2									18.0	0.2	18.0	0.2
Outdoor Recreation Centres			50.0	0.3							50.0	0.3	50.0	0.3
Park Development	340.0	3.8	1,293.0	11.8	501.0	5.1					2,134.0	20.8	2,130.0	20.8
Playgrounds/Waterplay	10.0	0.1	164.0	1.2							174.0	1.3	174.0	1.3
Trails & Pathways	20.0	0.0	145.0	1.3	30.0	0.3					195.0	1.7	195.0	1.7
Environmental Initiatives			38.0	0.4	38.0	0.4					76.0	0.8	76.0	0.8
Special Facilities			155.0	2.0							155.0	2.0	155.0	2.0
Community Centres	75.0	0.8	201.0	2.0	56.0	0.6			7,784.0	87.4	8,116.0	90.8	8,116.0	90.8
Information Technology					62.0	0.6					62.0	0.6	62.0	0.6
New Projects - 2016														
Outdoor Recreation Centres			150.0	1.5	180.0	1.9	525.0	5.3			855.0	8.7	855.0	8.7
Park Development			673.0	6.8	925.0	9.1	428.0	4.3	68.0	0.7	2,094.0	20.9	2,094.0	20.9
Playgrounds/Waterplay			49.0	0.5	(24.0)	(0.4)					25.0	0.1	25.0	0.1
Pool			600.0	6.1	450.0	4.5	225.0	2.3			1,275.0	12.9	1,275.0	12.9
Arena	22.0	0.5	271.0	2.7							293.0	3.2	293.0	3.2
Trails & Pathways			286.0	2.9	231.0	2.3					517.0	5.2	517.0	5.2
Environmental Initiatives			320.0	3.2	49.0	0.5					369.0	3.7	369.0	3.7
Special Facilities			174.0	1.7	56.0	0.6					230.0	2.3	230.0	2.3
Community Centres			263.0	2.6	263.0	2.6	158.0	1.6	53.0	0.5	737.0	7.3	737.0	7.3
Information Technology			343.0	3.5	213.0	1.7					556.0	5.2	556.0	5.2
New Projects - Future Years														
Outdoor Recreation Centres			128.0	1.1	128.0	1.3	113.0	1.1	128.0	1.3	497.0	4.8	1,122.0	11.1
Park Development					859.0	8.5	1,033.0	10.4	301.0	3.1	2,193.0	22.0	2,539.0	25.5
Parking Lots and Tennis Courts					51.0	0.5					51.0	0.5	51.0	0.5
Playgrounds/Waterplay					(12.0)	(0.2)					(12.0)	(0.2)	24.0	0.2
Arena									218.0	6.5	218.0	6.5	218.0	6.5
Trails & Pathways					30.0	0.3					30.0	0.3	199.0	2.0
Environmental Initiatives			90.0	0.9	304.0	3.1	295.0	3.0	190.0	1.9	879.0	8.9	1,877.0	19.1
Special Facilities							53.0	0.5			53.0	0.5	53.0	0.5
Community Centres											-	-	6,308.0	69.5
Information Technology			68.0	0.7	270.0	2.7	173.0	1.7	158.0	1.6	669.0	6.7	827.0	8.3
Total Recommended (Net)	**485.0**	**5.5**	**5,461.0**	**53.3**	**4,660.0**	**46.0**	**3,003.0**	**30.2**	**8,900.0**	**103.0**	**22,509.0**	**238.0**	**31,145.0**	**331.2**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $31.145 million net and 331.2 complement over the 2016 – 2025 period, as shown in the table above mainly for the following:

- Parks, Forestry and Recreation will deliver 6 new community centres which include: York *CC, Block 31/Railway Lands CC, Bessarion CC, North East Scarborough, Western North York, and 40 Wabash/Parkdale.*
- Various Park Development projects including the Parks Services Plan, Mouth of the Creek, 705 Progress Avenue Park, and 318 Queens Quay West Park.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Social Development, Finance & Administration

2016 OPERATING BUDGET OVERVIEW

SDFA leads the City's commitment to provide inclusive and safe neighbourhoods and communities. Staff build and leverage intergovernmental and community partnerships to develop and deliver integrated services that are responsive to community social needs. The Program provides financial and program support to the City's Cluster A social services programs.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $52.923 million gross and $31.961 million net as shown below.

(in $000's)	Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	49,007.7	52,922.6	3,914.9	8.0%
Gross Revenues	18,045.5	20,962.0	2,916.5	16.2%
Net Expenditures	**30,962.2**	**31,960.6**	**998.4**	**3.2%**

SDFA's net budget has increased by $0.998 million from 2015, reflecting inflationary increase of $0.410 million for the CPIP program, known salary and benefit changes, and new priorities of $0.886 million, which includes funding for Syrian Refugee Resettlement; Social Procurement; Toronto Youth Partnership & Employment; and Focus Toronto Crime Prevention Program.

Fast Facts

- Provided over $20 M in funding to support over 622 community development projects and programs and services.
- Supported 450 strong neighbourhoods initiatives that engaged 39,596 residents (21,603 youth).
- Provided 124 crisis response workshops for victim support & safety development for 4,660 residents and 830 service providers.
- Mobilized resources and support services to communities across the City of Toronto in response to 482 violent critical incidents that had a traumatic impact on Torontonians.
- Completed 470 social information requests.
- Administered $1.69 billion grants and subsidies in cost shared programs.

2016 Operating Budget Highlights

- The 2016 Operating Budget of $31.960 million net provides funding for 6 services, Community & Neighbourhood Development; Community Partnership Investment Program; Financial Management & Program Support; Social Policy & Planning; Toronto Office of Partnership; and Corporate Leadership.
- Excluding the 2.18% inflationary increase of $0.410 million for the Community Partnership Investment Program, SDFA's 2016 Base Budget meets the - 1% reduction target achieved through the following actions:
  - ✓ The identification of sustainable, on-going savings from line-by-line reductions of $0.185 million and salary and benefit savings achieved from moving to position-based budgeting.
- New funding of $0.885 million net includes support for Syrian Refugee Resettlement; Social Procurement, Toronto Youth & Employment Program and Focus – Toronto Crime Prevention.

2015 Key Service Accomplishments

In 2015, Social Development, Finance and Administration accomplished the following:

- ✓ Delivered TO Prosperity: Toronto Poverty Reduction Strategy, a comprehensive "whole City" approach to addressing poverty through an innovative community engagement model, and extensive internal collaboration
- ✓ Delivered the Agenda for Action for the Toronto Strong Neighbourhoods Strategy 2020 implementation through collaborative community development to support local integrated planning and delivering in the 31 Neighbourhood Improvement Areas.
- ✓ Led the implementation of cross-divisional, City-community actions in 4 population-specific strategies: the Toronto Seniors Strategy; the Toronto Newcomer Strategy; Access T.O., and Human Trafficking.
- ✓ Delivered the Social Development Dashboard quarterly to Community Development and Recreation Committee, providing high level trends on the social wellbeing in Toronto to support decision-making.
- ✓ Designed and launched the Specialized Program for Inter-divisional Enhanced Responsiveness to Vulnerability proof of concept model that mobilizes integrated inter-divisional/community resources to reduce unresolved complex, elevated health and safety risks involving vulnerable residents, their homes and property, and their neighbours.
- ✓ Completed 52 Tower Renewal Assessments and action plans for buildings which qualify for revitalization.
- ✓ Engaged 2,800 young people to the labour market through youth employment partnerships.
- ✓ Delivered 3 Pan Am/ Para Pan Am Games grant streams that supported community festivals, special events and cultural activities, and created community legacies.
- ✓ Effectively managed $1.8 billion revenue and subsidy management from four federal and five provincial ministries for cost-shared programs and centralized divisional purchase order support to Cluster A programs.
- ✓ The United Way exceeded 2015 targets ($1.3 million and 6,931 donors.)

Contributed the following 3 significant reports: *Honourific Naming Policy revision; Third Party advertisers; and Proof of Concept Business Program for Toronto's "Green" Sector.*

Our Service Deliverables for 2016

The 2016 Operating Budget will enable SDFA to:

- Lead the development and implementation of strategic Social Policy: Toronto Youth Equity Strategy, Gender based Youth Violence; Transit Fare Equity; Community Framework; Toronto Seniors Strategy 2.0 Social Procurement Program & Quality Jobs and a Living Wage.
- Manage $1.9 billion in subsidy payments from various Federal/Provincial departments for cost shared programs for Cluster 'A' services
- Continue to provide responsive and stable funding to 300 community based organizations and ensure that funding is aligned to City needs through the Community Investment Funding Program Review.
- Lead Crisis Response in communities and to individuals in times of crisis to approximately 420 violent incidents (projected amount).
- Deliver the Social Development Dashboard and Toronto Neighbourhood Monitoring Tool to provide high level trends on social wellbeing to support decision-making.
- Lead the City of Toronto Resettlement Program to support the successful settlement of Syrian Refugees and their inclusion in the civic, economic and cultural life of Toronto.
- Support Toronto Office of Partnership to implement the Green Market Acceleration Program to further grow the "green" industry sector and manage donor relationships under for Under the Gardner and similar projects.
- Support Toronto's most vulnerable youth through providing pre-employment training and providing links to skills development initiatives.
- Assist Syrian refugees through providing youth resettlement support.

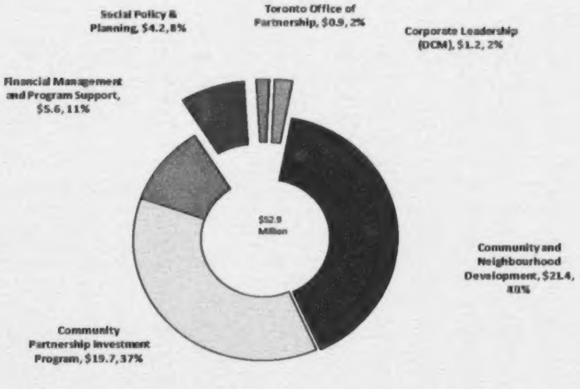
Trends

- The number of Social Information Requests has increased by 36% since 2013 due to the City's Open Government open data initiatives.

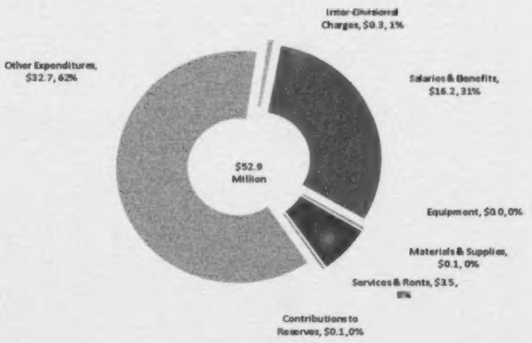
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

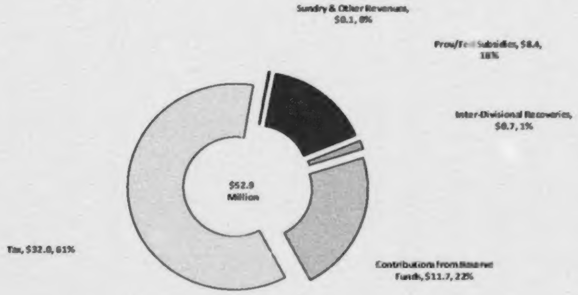


2016 Budget by Expenditure Category



Where the money comes from:

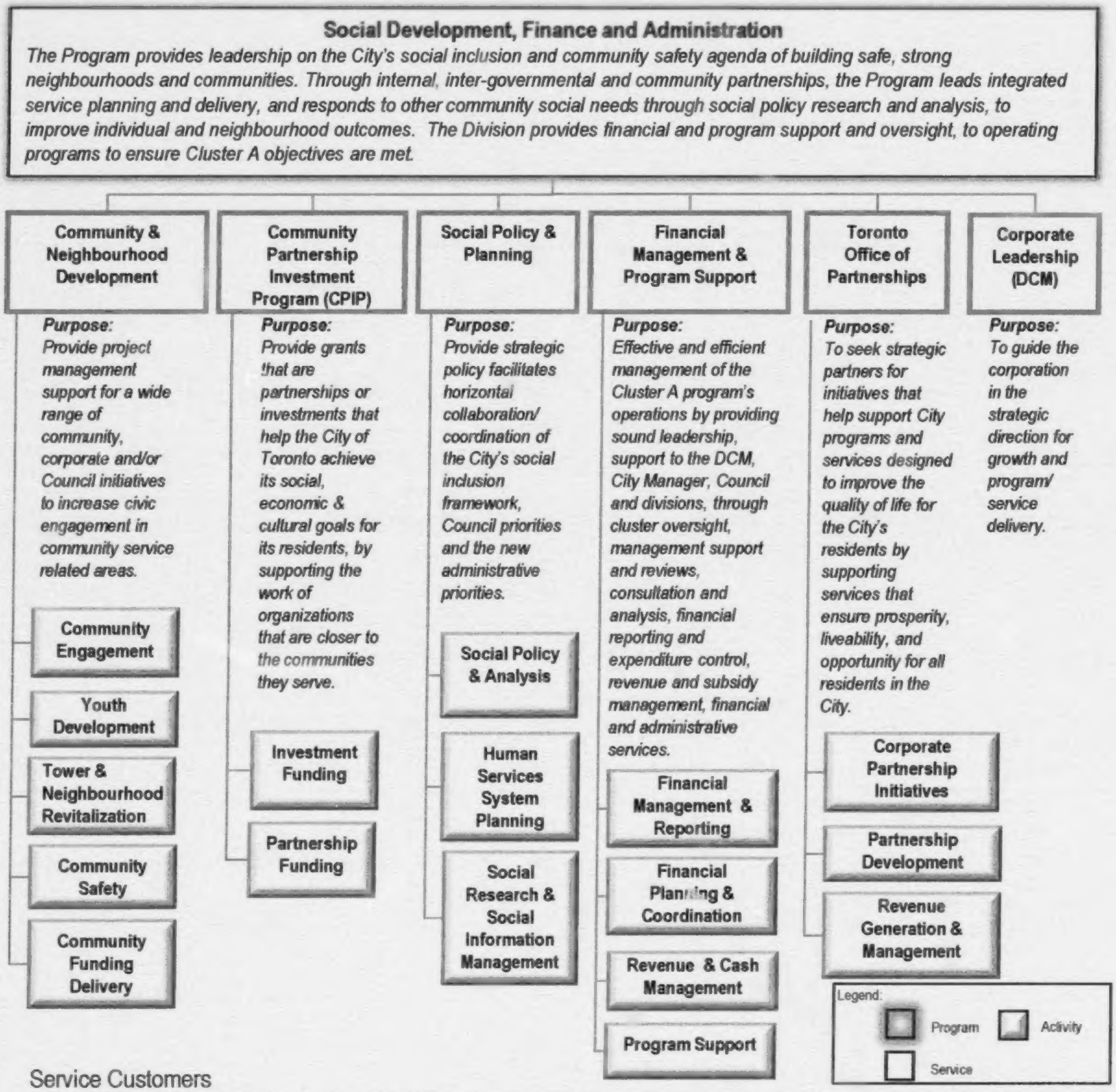
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Advancing TO Prosperity: Poverty Reduction Strategy 2016 work plan to address issues, create solutions and drive systemic changes**
  - ✓ Lead a Resettlement program that ensures adequate and appropriate supports are in place for privately sponsored Syrian refugees and their sponsors; assistance for all Syrian refugees to secure housing; and a public awareness campaign to send a clear message that racism, violence and intolerance are unacceptable.
  - ✓ Develop initiatives that support youth entrepreneurs, such as Youth Enterprise Network; and Branded Youth Marketing Conference.
  - ✓ Develop new multilateral, consultative relationships between the City, School Boards and the Province for School Lands disposition.
  - ✓ Explore new integrated service models to respond to the complex mental health needs of vulnerable Torontonians.
  - ✓ Create a culture that welcomes innovations through philanthropy and business development that does not conflict with the policies and regulatory obligations of the City.

Program Map



Social Development, Finance and Administration

The Program provides leadership on the City's social inclusion and community safety agenda of building safe, strong neighbourhoods and communities. Through internal, inter-governmental and community partnerships, the Program leads integrated service planning and delivery, and responds to other community social needs through social policy research and analysis, to improve individual and neighbourhood outcomes. The Division provides financial and program support and oversight, to operating programs to ensure Cluster A objectives are met.

Community & Neighbourhood Development

Purpose: *Provide project management support for a wide range of community, corporate and/or Council initiatives to increase civic engagement in community service related areas.*

- Community Engagement
- Youth Development
- Tower & Neighbourhood Revitalization
- Community Safety
- Community Funding Delivery

Community Partnership Investment Program (CPIP)

Purpose: *Provide grants that are partnerships or investments that help the City of Toronto achieve its social, economic & cultural goals for its residents, by supporting the work of organizations that are closer to the communities they serve.*

- Investment Funding
- Partnership Funding

Social Policy & Planning

Purpose: *Provide strategic policy facilitates horizontal collaboration/ coordination of the City's social inclusion framework, Council priorities and the new administrative priorities.*

- Social Policy & Analysis
- Human Services System Planning
- Social Research & Social Information Management

Financial Management & Program Support

Purpose: *Effective and efficient management of the Cluster A program's operations by providing sound leadership, support to the DCM, City Manager, Council and divisions, through cluster oversight, management support and reviews, consultation and analysis, financial reporting and expenditure control, revenue and subsidy management, financial and administrative services.*

- Financial Management & Reporting
- Financial Planning & Coordination
- Revenue & Cash Management
- Program Support

Toronto Office of Partnerships

Purpose: *To seek strategic partners for initiatives that help support City programs and services designed to improve the quality of life for the City's residents by supporting services that ensure prosperity, liveability, and opportunity for all residents in the City.*

- Corporate Partnership Initiatives
- Partnership Development
- Revenue Generation & Management

Corporate Leadership (DCM)

Purpose: *To guide the corporation in the strategic direction for growth and program/ service delivery.*

Legend:

Service Customers

Community & Neighbourhood Development

- City Divisions/Agencies
- Community Service Providers/ Groups
- Members of Council
- Neighbourhoods
- Families
- Residents
- Youth
- Employers
- Other orders of Government/ Funding Sources

Social Policy & Planning

- Mayor/Council
- Deputy City Manager
- City Manager
- Cluster A Divisions
- ABCs
- Communities/ public

Financial Management & Program Support

- City Manager
- Deputy City Manager
- Corporation
- Cluster A Programs & Divisions;
- Taxpayer/Public

Toronto Partnerships

- Other orders of government
- Non Government Organizations
- Charitable Organizations
- Philanthropists
- Communities
- Priority Neighbourhoods

Corporate Leadership

- Affordable Housing Office
- Toronto Office of Partnerships
- Toronto Employment & Social Services
- Children's Services
- Long-Term Care Homes & Services
- Court Services
- Parks, Forestry, & Recreation
- Economic Development & Culture
- Shelter, Support & Housing Administration
- Toronto Paramedic Services
- Social Development, Finance, & Administration
- Public Health

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community and Neighbourhood Development											
Gross Expenditures	16,388.5	10,354.9	20,510.1	885.5	21,395.6	5,007.1	30.6%	(11,581.5)	(54.1%)	(1,637.2)	(16.7%)
Revenue	12,509.3	6,298.2	17,149.8	-	17,149.8	4,640.5	37.1%	(11,789.9)	(68.7%)	(1,857.2)	(34.6%)
Net Expenditures	3,879.2	4,056.7	3,360.3	885.5	4,245.8	366.6	9.5%	208.4	4.9%	220.0	4.9%
Community Partnership Investment Program											
Gross Expenditures	21,170.9	20,728.4	19,653.2		19,653.2	(1,517.7)	(7.2%)	(442.5)	(2.3%)	-	
Revenue	2,370.0	1,927.5	442.5		442.5	(1,927.5)	(81.3%)	(442.5)	(100.0%)	-	
Net Expenditures	18,800.9	18,800.9	19,210.7	-	19,210.7	409.8	2.2%	-		-	
Financial Management and Program Support											
Gross Expenditures	5,748.1	5,614.4	5,631.3		5,631.3	(116.8)	(2.0%)	31.0	0.6%	49.8	0.9%
Revenue	1,336.2	1,533.7	1,322.4		1,322.4	(13.8)	(1.0%)	-			
Net Expenditures	4,411.9	4,080.7	4,308.9	-	4,308.9	(103.0)	(2.3%)	31.0	0.7%	49.8	1.1%
Social Policy & Planning											
Gross Expenditures	3,098.8	3,230.1	3,976.1	220.0	4,196.1	1,097.3	35.4%	(914.7)	(21.8%)	42.2	1.3%
Revenue	1,131.9	1,130.4	1,629.2	220.0	1,849.2	717.3	63.4%	(950.0)	(51.4%)		
Net Expenditures	1,966.9	2,099.7	2,346.9	-	2,346.9	380.0	19.3%	35.3	1.5%	42.2	1.8%
Toronto Office of Partnership											
Gross Expenditures	1,390.4	1,390.4	869.5		869.5	(520.9)	(37.5%)	10.0	1.2%	9.6	1.1%
Revenue	608.1	731.1	108.1		108.1	(500.0)	(82.2%)				
Net Expenditures	782.3	659.3	761.4	-	761.4	(20.9)	(2.7%)	10.0	1.3%	9.6	1.2%
Corporate Leadership (DCM)											
Gross Expenditures	1,211.0	1,211.0	1,176.9		1,176.9	(34.1)	(2.8%)	10.8	0.9%	14.1	1.2%
Revenue	90.0	32.8	90.0		90.0	-					
Net Expenditures	1,121.0	1,178.2	1,086.9		1,086.9	(34.1)	(3.0%)	10.8	1.0%	14.1	1.3%
Gross Expenditures	49,007.7	42,529.2	51,817.1	1,105.5	52,922.6	3,914.9	8.0%	(12,886.9)	(24.4%)	(1,521.5)	(3.8%)
Revenue	18,045.5	11,653.7	20,742.0	220.0	20,962.0	2,916.5	16.2%	(13,182.4)	(62.9%)	(1,857.2)	(23.9%)
Total Net Expenditures	30,962.2	30,875.5	31,075.1	885.5	31,960.6	998.4	3.2%	295.5	0.9%	335.7	1.0%
Approved Positions	130.5	130.5	130.5	9.0	139.5	9.0	6.9%	(2.0)	(1.4%)	(2.0)	(1.5%)

The 2016 Operating Budget for Social Development, Finance & Administration's is $52.923 million gross and $31.960 million net, representing a 3.2% increase over the 2015 Approved Net Operating Budget due to the following:

Base pressures totaling $0.113 million are mainly attributable to the inflationary increase in the CPIP program, known salary and benefit adjustments, and the annualized cost for the Crisis Response position that expands the City's capacity to respond to violence in the community.

- To help mitigate the above pressures, the Program was able to achieve base budget savings of $0.185 million through line-by-line review of accounts and $0.054 million through moving to position-based budgeting.
- The 2016 Operating Budget includes new funding of $0.886 million net and 9 new positions with the following initiatives: 1 position on a one-time basis to support the City's Syrian Refugee Resettlement youth re-integration needs; a Social Procurement initiative cost shared with the

Office of the Treasurer; 6 new positions to implement the Toronto Youth Partnerships & Employment Program; 2 positions to implement the Focus Toronto Crime Prevention Program.

- The 2017 and 2018 Plan increases of $0.296 million and $0.336 million, respectively, are attributable to increases in salaries and benefits; annualization of the Social Procurement initiative; and funding required to support 2 programs delivered through SDFA: *Specialized Program for Interdivisional Enhanced Responsiveness* (SPIDER) and *Service Toronto Youth Job Corps Program (TYJC)*, should Council choose to continue the delivery of these programs beyond 2016.

Toronto Youth Partnerships and Employment Program (TYPE) $0.633 million gross and net for 2016

The addition of 6 permanent positions ($0.633 million gross and net) provides for an intensive case management approach that creates stabilizing impacts on the lives of vulnerable youth so that they can be more successful in achieving their employment, educational and training goals. Each team member of TYPE program will be expected to assess 25 new clients a month and case manage 30 youth per year, with a 70% annual success rate of youth entering into four distinct categories: Pre-employment preparation; Employment; Training and Skill Development; and Education (return to school). In addition TYPE builds on the work of the Toronto Youth Employment Partnership Table, a network of youth employment service agencies.

The Economic Development Committee responded to a reduction in service levels for youth employment and recommended to the Budget Committee that a new youth employment program that supports youth most distant from the labour market be funded.

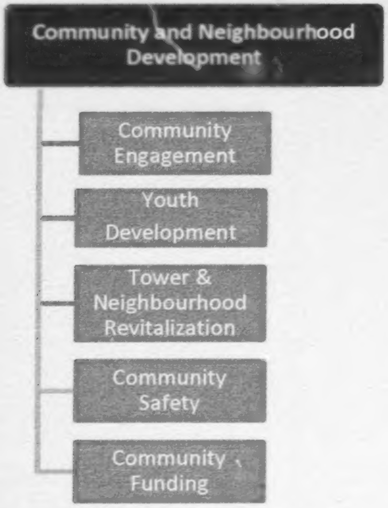
Furthering Our Community by Uniting Service (FOCUS) for $0.220 million gross and net for 2016

Two permanent positions ($0.220 million gross and net) are required to implement the Focus Toronto, action 21b of the Toronto Youth Equity Strategy.

Furthering Our Community by Uniting Services (FOCUS) is a Community Safety and Well-Being Initiative led by the City of Toronto, United Way Toronto and Toronto Police Services that includes a number of community partners. FOCUS aims to reduce crime, harms, victimization and improve community resiliency and well-being.

This Collaborative Risk Driven approach will increase the city's capacity to address root causes of community and youth violence through the mobilization of inter-sectoral interventions and the development of safety and well-being strategies to respond to the complex health and safety risks of vulnerable individuals and their families.

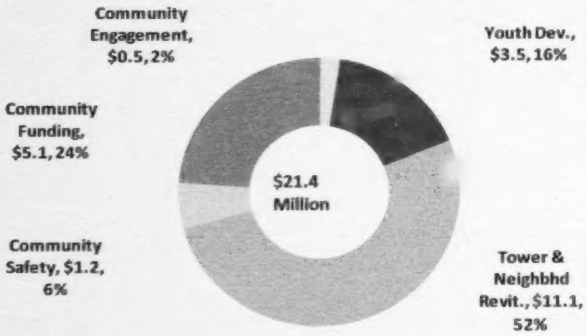
Community and Neighbourhood Development


Community and Neighbourhood Development
Community Engagement
Youth Development
Tower & Neighbourhood Revitalization
Community Safety
Community Funding

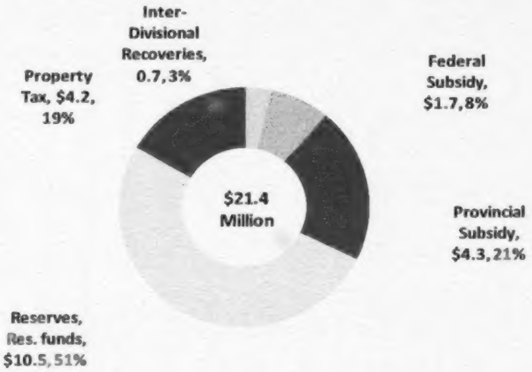
What We Do

- Provide Community Engagement
- Support Youth Development
- Enable Tower and Neighbourhood Revitalization
- Support Community Safety
- Provide Community Funding Delivery
- Coordinate Supports to Reduce Vulnerability

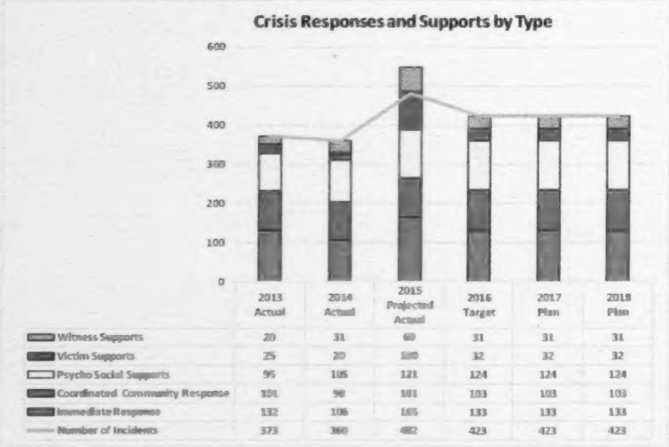
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Crisis Responses and Supports by Type



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Witness Supports	20	31	60	31	31	31
Victim Supports	25	20	100	32	32	32
Psycho Social Supports	95	105	121	124	124	124
Coordinated Community Response	101	98	101	103	103	103
Immediate Response	132	106	165	133	133	133
Number of Incidents	373	360	482	423	423	423

- Working with Police, Paramedic Services, TPH, and other community organizations the Community Crisis Response program provides support to communities impacted by violent and traumatic incidents across the City.
- The Program sets benchmarks in preparedness and prevention by continuing to build and maintain community safety and crises response protocols as well as facilitating workshops and training.
- The addition of 1 Community Development Officer position in 2015 has helped the program to provide appropriate community responses and supports.

2016 Service Levels

Community and Neighbourhood Development

Activity	Type	Sub-Type	Service Levels				
			2012	2013	2014	2015	2016
Community Engagement (CD)	Resident Civic Engagement Groups	Youth Engagement Groups	100% of Youth Civic Engagement Groups meet the Principles and Continuum			100% of Youth Civic Engagement Groups meet the Principles and Continuum	100% of Youth Civic Engagement Groups meet the Principles and Continuum
		Senior Engagement Groups	50% of Senior Engagement Groups meet the Principles and Continuum	75% of Senior Engagement Groups meet the Principles and Continuum		75% of Senior Engagement Groups meet the Principles and Continuum	75% of Senior Engagement Groups meet the Principles and Continuum
		Neighbourhood-Based Engagement Groups	85% of Neighbourhood Engagement Groups meet the Principles and Continuum			85% of Neighbourhood Engagement Groups meet the Principles and Continuum	85% of Neighbourhood Engagement Groups meet the Principles and Continuum
	Community Investment Planning and Management		Community investments aligned and managed in 13 neighbourhoods	Community investments aligned and managed in Neighbourhood Improvement Areas		Community investments aligned and managed in Neighbourhood Improvement Areas	Community investments aligned and managed in Neighbourhood Improvement Areas
	Consultation & Training on Effective Resident Engagement	Government and Institutional Skill Development	Provision of consultation and training to City Divisions 70% of the time, other orders of government 100% of time, and other community institutions 50% of time based on resources			Provision of consultation and training to City Divisions 70% of the time, other orders of government 100% of time, and other community institutions 50% of time based on	Provision of consultation and training to City Divisions 70% of the time, other orders of government 100% of time, and other community institutions 50% of time based on
Youth Development	Mobile Vocational Assessment and Case Management		100% compliance to Funder Requirements			100% compliance to Funder Requirements	100% compliance to Funder Requirements
	Pre-employment Preparation		100% compliance to Funder Requirements			100% compliance to Funder Requirements	100% compliance to Funder Requirements
	Internships		100% compliance to Funder Requirements			100% compliance to Funder Requirements	100% compliance to Funder Requirements
	Job Opportunities	Youth Employment Toronto, Toronto Youth Job Corps, and Youth Employment Partnership Program	100% compliance to Funder Requirements			100% compliance to Funder Requirements	100% compliance to Funder Requirements
		TTC Youth Hires	0% of TTC annual hires	25 % of TTC annual hires delivered		25 % of TTC annual hires delivered	25 % of TTC annual hires delivered
	Training and Skill Development Opportunities	Youth Employment Toronto/Toronto Youth Job Corps	100% compliance to Funder Requirements			100% compliance to Funder Requirements	100% compliance to Funder Requirements
	Project Development and Management		100% compliance to Funder Requirements			100% compliance to Funder Requirements	100% compliance to Funder Requirements

Activity	Type	Sub-Type	Service Levels				
			2012	2013	2014	2015	2016
Tower & Neighbourhood Revitalization	Integrated Project Management (Neighbourhood)	Block Revitalization	1 Block-Level Plan in development			1 Block-Level Plan in Implementation	1 Block-Level Plan in Implementation
		Neighbourhood Revitalization	4 Neighbourhood-Level Plans in implementation (Regent Park, Alexandra Park, Lawrence Heights and Weston-Mt Dennis) 100% Lawrence Heights delivered and reported on.	4 Neighbourhood-Level Plans in implementation (Regent Park, Alexandra Park, Lawrence Heights and Weston-Mt Dennis) No New social development plans started		4 Neighbourhood-Level Plans in implementation (Regent Park, Lawrence Heights, Alexandra Park, and Weston-Mt Dennis) Developing Action Plan for the Downtown East No New social development plans started	4 Neighbourhood-Level Plans in implementation (Regent Park, Lawrence Heights, Alexandra Park, and Weston-Mt Dennis) Developing Action Plan for the Downtown East No New social development plans started
	Integrated Project Management (Community Facilities)	Community Hubs	No New community hubs to be developed; Work proceeds to progress/	Work proceeds to progress/ complete 1 hub. No new community hubs to be developed.		Work proceeds to progress; complete 1 hub. . No new community hubs to be developed;	Work proceeds to progress; complete 1 hub. . No new community hubs to be developed;
		Below-Market Rent City Spaces	100% of BMR tenants reviewed in BMR Review to report to Council	To be developed as per new policy.		To be developed as per new policy.	To be developed as per new policy.
		Section 37	100% response to new Section 37 space opportunities		100% response to new Section 37 space opportunities	100% response to new Section 37 space opportunities	100% response to new Section 37 space opportunities
		Youth and Community Social and Recreational Infrastructure	100% of POL funded space delivered.	POL fund mandate completed; no new money to allocate to community space infrastructure.		POL fund mandate completed; no new money to allocate to community space infrastructure POL2 Fund mandate will begin; funds to be allocated beginning in 2014.	POL fund mandate completed; no new money to allocate to community space infrastructure POL2 Fund mandate will begin; funds to be allocated beginning in 2014.
	Building Condition Improvement	Improvement Action Support				Tailored supports at 4 to 6 sites per year to achieve improvement, track results and develop case studies and best practice documentation	Tailored supports at 4 to 6 sites per year to achieve improvement, track results and develop case studies and best practice documentation
	Community Building	Neighbourhood based engagement in revitalization				Undertake 1 community revitalization project per year similar to the Recipe for Community.	Undertake 1 community revitalization project per year similar to the Recipe for Community.
	Enabling Improvement through Policy and Regulatory Work	Regulatory and Policy Support for Improvements				Identify and secure supports to undertake regulatory and policy work that is needed to enable improvements to happen.	Identify and secure supports to undertake regulatory and policy work that is needed to enable improvements to happen.

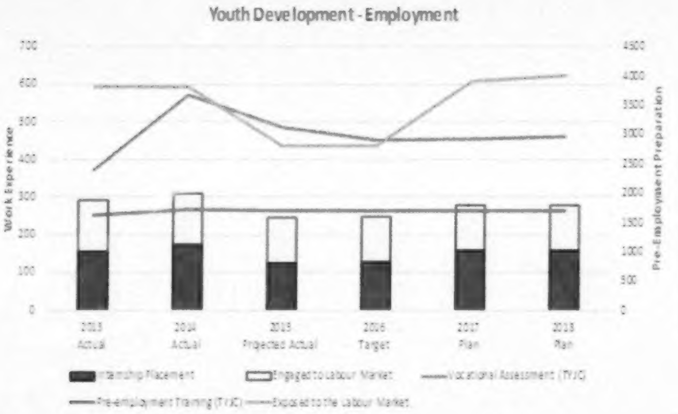
Activity	Type	Sub-Type	Service Levels				
			2012	2013	2014	2015	2016
Community Safety	Violent Critical Incident Response	Immediate Response	100% response to violent critical incidents			100% response to violent critical	100% response to violent critical
		Coordinated Community Response	100% coordinated community responses to violent critical incidents provided			100% coordinated community responses to violent critical incidents provided	100% coordinated community responses to violent critical incidents provided
		Psycho-social Supports	100% psycho-social support to violent critical incidents provided			100% psycho-social support to violent critical incidents provided	100% psycho-social support to violent critical incidents provided
		Victim/Family Supports	100% victim/family supports to violent critical incidents provided			100% victim/family supports to violent critical incidents provided.	100% victim/family supports to violent critical incidents provided.
		Witness Supports	100% witness to violent critical incidents provided			100% witness to violent critical incidents provided	100% witness to violent critical incidents provided
	Safety Promotion	Local Safety Network Development	Complete 100% of the safety networks under development			Complete 100% of the safety networks under development	Complete 100% of the safety networks under development
		Crisis Response Protocol Development	Complete 100% of the safety protocol under development			Complete 100% of the safety protocol under development	Complete 100% of the safety protocol under development
		Crisis Service Improvements	Provision of negotiation, advice, and connections to improve crisis services in the most urgent cases 100% of the time that have an identified need			Provision of negotiation, advice, and connections to improve crisis services in the most urgent cases 100% of the time (2012) that have an identified need	Provision of negotiation, advice, and connections to improve crisis services in the most urgent cases 100% of the time (2012) that have an identified need
		Training & Skill Development	Provision of age and/or culturally appropriate training session to residents 85% of the time in identified situations			Provision of age and/or culturally appropriate training session to residents 85% of the time in identified situations	Provision of age and/or culturally appropriate training session to residents 85% of the time in identified situations
		Community Safety Awards	100% Compliance with Council Direction			100% Compliance with Council Direction	100% Compliance with Council Direction

			Service Levels				
Activity	**Type**	**Sub-Type**	**2012**	**2013**	**2014**	**2015**	**2016**
Community Funding Delivery	Investment Funding	Community Safety	100% of projects are completed			100% of projects are completed	100% of projects are completed
		Youth-led Funding (Identify 'N Impact)	85% of applications received are complete and eligible; 85% of funded projects are implemented; 240 youth involved in leadership opportunities			85% of applications received are complete and eligible; 85% of funded projects are implemented; 240 youth involved in	85% of applications received are complete and eligible; 85% of funded projects are implemented; 240 youth involved in
		Service Development Investment Program	100% of projects are completed			100% of projects are completed	100% of projects are completed
		Community Festivals and Special	100% of projects are completed			100% of projects are completed	100% of projects are completed
		Community Recreation	100% of projects are completed			100% of projects are completed	100% of projects are completed
		Access, Equity and Human Rights	100% of projects are completed			100% of projects are completed	100% of projects are completed
	Partnership Funding	Community Service Partnership - Elderly Persons Centres	CSP-EPC funding meets provincial requirements for municipal contribution; 100% of programs are completed			CSP-EPC funding meets provincial requirements for municipal contribution; 100% of programs are	CSP-EPC funding meets provincial requirements for municipal contribution; 100% of programs are
		Community Service Partnership - Children and Youth	100% of projects are completed			100% of projects are completed	100% of projects are completed
		Community Service Partnership - Adults and Families	100% of projects are completed			100% of projects are completed	100% of projects are completed
		Community Service Partnership - Seniors Supports	100% of projects are completed			100% of projects are completed	100% of projects are completed
		Find help Toronto	97% of clients had their call/issue resolved; 89% of calls answered within 45 seconds			97% of clients had their call/issue resolved; 89% of calls answered within 45	97% of clients had their call/issue resolved; 89% of calls answered within 45
	Corporate Grants Policy Management		100% of funding programs meet Council approved policies			100% of funding programs meet Council approved policies	100% of funding programs meet Council approved policies

Overall the 2016 service levels are consistent with the approved 2015 service levels.

Service Performance

Output Measure – Youth Development Employment



- This chart shows the pre-employment program data related to preparing vulnerable youth and potential employers for employment, and the employment data associated with paid jobs and internships.
- The service drop in 2015 is due to the cancellation of YET program in 2014, and indicates that this program's outreach and support activities to vulnerable youth impacted the employment success rate in 2015.
- Outcomes are expected to increase on target if funding for the YET program is reinstated, which is subject to Council consideration.

Table 2

2016 Service Budget by Activity

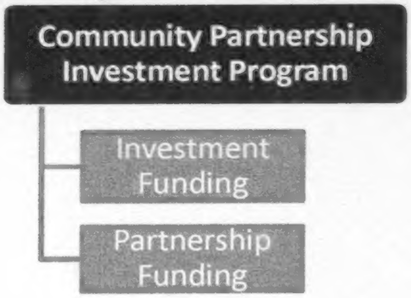
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Community Engagement	863.6	550.0	(35.8)	514.2	(349.4)	(40.5%)		514.2	(349.4)	(40.5%)	3.2	0.6%	4.6	0.9%
Youth Development	3,124.4	2,881.0		2,881.0	(243.4)	(7.8%)	632.8	3,513.8	389.4	12.5%	5.2	0.1%	7.6	0.2%
Tower & Neighbhd Revit.	8,322.5	11,118.0		11,118.0	2,795.5	33.6%	32.7	11,150.7	2,828.2	34.0%	(10,025.1)	(89.9%)	24.8	2.2%
Community Safety	900.8	932.8		932.8	32.0	3.6%	220.0	1,152.8	252.0	28.0%	22.0	1.9%	24.0	2.0%
Community Funding Delivery	3,177.2	5,064.1		5,064.1	1,886.9	59.4%		5,064.1	1,886.9	59.4%	(1,586.8)	(31.3%)	(1,698.2)	(48.8%)
Total Gross Exp.	16,388.5	20,545.9	(35.8)	20,510.1	4,121.6	25.1%	885.5	21,395.6	5,007.1	30.6%	(11,581.5)	(54.1%)	(1,637.2)	(16.7%)
REVENUE														
Community Engagement	119.0	208.0		208.0	89.0	74.8%		208.0	89.0	74.8%				
Youth Development	2,032.9	1,888.1		1,888.1	(144.8)	(7.1%)		1,888.1	(144.8)	(7.1%)	(70.6)	(3.7%)	(71.7)	(3.9%)
Tower & Neighbhd Revit.	7,657.1	10,497.3		10,497.3	2,840.2	37.1%		10,497.3	2,840.2	37.1%	(10,055.0)	(95.8%)		
Community Safety	467.0	459.6		459.6	(7.4)	(1.6%)		459.6	(7.4)	(1.6%)	(74.4)	(16.2%)	(75.5)	(19.6%)
Community Funding Delivery	2,233.3	4,096.8		4,096.8	1,863.5	83.4%		4,096.8	1,863.5	83.4%	(1,589.9)	(38.8%)	(1,710.0)	(68.2%)
Total Revenues	12,509.3	17,149.8		17,149.8	4,640.5	37.1%		17,149.8	4,640.5	37.1%	(11,789.9)	(68.7%)	(1,857.2)	(34.6%)
NET EXP.														
Community Engagement	744.6	342.0	(35.8)	306.2	(438.4)	(58.9%)		306.2	(438.4)	(58.9%)	3.2	1.0%	4.6	1.5%
Youth Development	1,091.5	992.9		992.9	(98.6)	(9.0%)	632.8	1,625.7	534.2	48.9%	75.8	4.7%	79.3	4.7%
Tower & Neighbhd Revit.	665.4	620.7		620.7	(44.7)	(6.7%)	32.7	653.4	(12.0)	(1.8%)	29.9	4.6%	24.8	3.6%
Community Safety	433.8	473.2		473.2	39.4	9.1%	220.0	693.2	259.4	59.8%	96.4	13.9%	99.5	12.6%
Community Funding Delivery	943.9	967.3		967.3	23.4	2.5%		967.3	23.4	2.5%	3.1	0.3%	11.8	1.2%
Total Net Exp.	3,879.2	3,396.1	(35.8)	3,360.3	(518.9)	(13.4%)	885.5	4,245.8	366.6	9.5%	208.4	4.9%	220.0	4.9%
Approved Positions	45.1	44.1		44.1	(1.0)	(2.2%)	8.0	52.1	7.0	15.5%			(2.0)	(3.8%)

The ***Community & Neighbourhood Development*** Service interacts with residents to solicit community engagement, youth development and employment programs, revitalization of the City's high rise housing stock, community safety initiatives including the development of partnerships with other City organizations and administration, adjudication and disbursement of grants under the Community Partnership Investment Program.

The 2016 Operating Budget for Community and Neighbourhood Development of $21.4 million gross and $4.246 million net is $0.366 million or 9.5% above the 2015 Approved Budget.

- In addition to salary and benefit pressures, the base budget includes an increase of $4.8 million gross and $0 net, reflecting adjustments to include the final tranche of the Energy Retrofit Program (Hi-RES), and the Healthy Kids Community Challenge.
  - ➢ The base budget has been reduced to reflect the reversal of the one-time Poverty Reduction initiative of $0.354 million and reallocation of $0.294 to other services to better align the cost of service delivery.
- In order to offset the above pressures, additional savings of $0.035 million has been achieved through line-by-line review of expenditures.
- New priorities of $0.886 million gross and net are included to deliver the Social Procurement initiative of $0.033 million; the Toronto Youth Partnerships & Employment program of $0.633 million; and the Focus Toronto Crime Prevention Program of $0.220 million.
- 2017 and 2018 Plans reflect ongoing salary and benefits increases for step and progression pay. Additional funding is included for the last phase of the Tower Renewal Pilot Program in 2016, while 2017 reflects the reversal of the total program costs upon conclusion of the program.

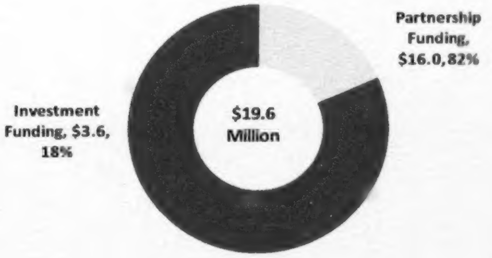
Community Partnership Investment Program



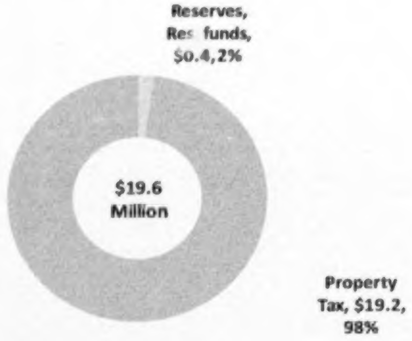
What We Do

- Manage community grants, including processing applications, evaluation, selection and disbursement and monitoring

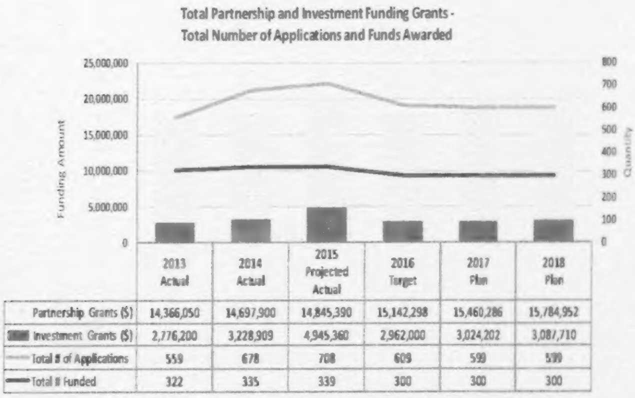
2016 Service Budget by Activity ($M)



Service by Funding Source ($Ms)



Efficiency Measure - Community Partnership and Investment Funding Levels



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Partnership Grants ($)	14,366,050	14,697,900	14,845,390	15,142,298	15,460,286	15,784,952
Investment Grants ($)	2,776,200	3,228,909	4,945,360	2,962,000	3,024,202	3,087,710
Total # of Applications	559	678	708	609	599	599
Total # Funded	322	335	339	300	300	300

- This chart illustrates the Community Partnership and Investment Program funding levels, the number of applications received for funding and the number of funding awards over the last three years.
- The demand for community funding has risen by 82% from 2013 to 2014, and a further 96% from 2014 to 2015.
- The rise in applications, funding amounts and funding awards in 2015 is due to the addition of three Pan Am / Para Pan Am games grant streams that supported community festivals, special events and cultural activities.

Table 3

2016 Service Budget by Activity

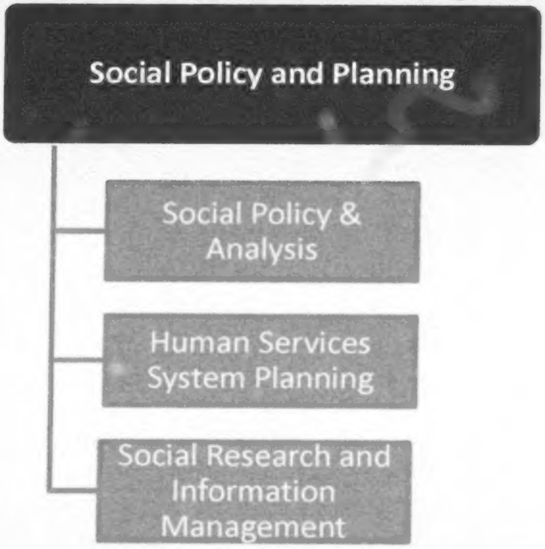
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Investment Funding	5,506.8	3,647.7		3,647.7	(1,859.1)	(33.8%)		3,647.7	(1,859.1)	(33.8%)	(442.5)	(12.1%)		
Partnership Funding	15,664.1	16,005.5		16,005.5	341.4	2.2%		16,005.5	341.4	2.2%				
Total Gross Exp.	21,170.9	19,653.2		19,653.2	(1,517.7)	(7.2%)		19,653.2	(1,517.7)	(7.2%)	(442.5)	(2.3%)		
REVENUE														
Investment Funding	2,370.0	442.5		442.5	(1,927.5)	(81.3%)		442.5	(1,927.5)	(81.3%)	(442.5)	(100.0%)		
Partnership Funding														
Total Revenues	2,370.0	442.5		442.5	(1,927.5)	(81.3%)		442.5	(1,927.5)	(81.3%)	(442.5)	(100.0%)		
NET EXP.														
Investment Funding	3,136.8	3,205.2		3,205.2	68.4	2.2%		3,205.2	68.4	2.2%				
Partnership Funding	15,664.1	16,005.5		16,005.5	341.4	2.2%		16,005.5	341.4	2.2%				
Total Net Exp.	18,800.9	19,210.7		19,210.7	409.8	2.2%		19,210.7	409.8	2.2%				
Approved Positions														

The Community Partnership Investment Program provides management of community grants, including processing applications, evaluation, selection and disbursement and monitoring of community agencies.

The 2016 Operating Budget for Community Partnership Investment Program of $19.653 million gross and $19.211 million net is $0.410 million or 2.18% above the 2015 Approved Budget.

- Base budget pressures are due to funding for the 2.18% inflationary increase for the Community Partnership Investment Program ($0.410 million).
- The 2017 Plan reflects the reversal of the remaining portion of the grants programming for the Pan Am Community projects, with no pressure for 2018, as salary and benefits are funded through the Community and Neighbourhood Development service.

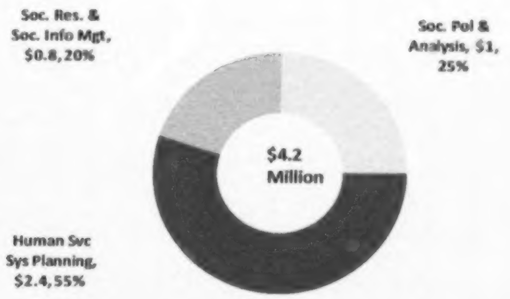
Social Policy and Planning


Social Policy and Planning
Social Policy & Analysis
Human Services System Planning
Social Research and Information Management

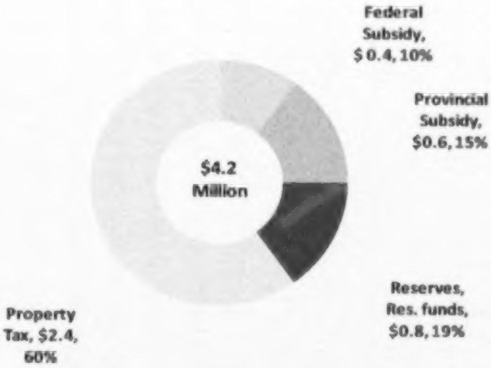
What We Do

- Provide Social Policy & Analysis
- Provide Human Services System Planning
- Provide Social Research & Evaluation

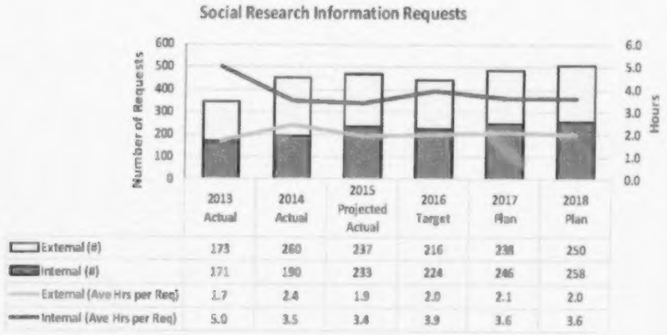
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Social Research Information Requests



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
External (#)	173	260	237	216	238	250
Internal (#)	171	190	233	224	246	258
External (Ave Hrs per Req)	1.7	2.4	1.9	2.0	2.1	2.0
Internal (Ave Hrs per Req)	5.0	3.5	3.4	3.9	3.6	3.6

- This chart indicates the volume of social information requests received and completed from the public and from other City divisions.
- Information requests are both complex and straightforward and this chart illustrates the average annual time spent compiling the requested information in hours.

2016 Service Levels

Social Policy & Planning

Activity	Type	Sub-Type	Service Levels				
			2012	2013	2014	2015	2016
Social Policy & Analysis	A Policy Development and Coordination		70% Compliance with Council Direction			80% Compliance with Council Direction	80% Compliance with Council Direction
	Strategic Briefing Material		85% Compliance with Council Direction			85% Compliance with Council Direction	85% Compliance with Council Direction
	Inter Sectoral Policy Development and Coordination		70% Compliance with Council Direction			70% Compliance with Council Direction	70% Compliance with Council Direction
	Education and Training		70% Compliance with Council Direction			70% Compliance with Council Direction	70% Compliance with Council Direction
Human Services System Planning	Program/Service Strategies and Models		80% Compliance with Council Direction			80% Compliance with Council Direction	80% Compliance with Council Direction
	Inter-Sectoral Program/Service Development and Coordination		70% Compliance with Council Direction			70% Compliance with Council Direction	70% Compliance with Council Direction
	Program/Service Assessment and Evaluation		70% Compliance with Council Direction			70% Compliance with Council Direction	70% Compliance with Council Direction
	Investment Tracking		90% Compliance with Council Direction			90% Compliance with Council Direction	90% Compliance with Council Direction
	Human Services System Development and Coordination	Project Management Toronto Newcomer Initiative	100% Compliance with Funder Requirements			100% Compliance with Funder Requirements	100% Compliance with Funder Requirements
		Project Management Youth Employment Partnerships	Provision of response/event management supports to partners 100% of time that needs are identified			Provision of response/event management supports to partners 100% of time that needs are identified	Provision of response/event management supports to partners 100% of time that needs are identified
		Neighbourhood Improvement Areas	100% Compliance with Council Direction			100% Compliance with Council Direction	100% Compliance with Council Direction
Social Research & Social Information Management	Community Monitoring Reports		80% Compliance with Council Direction			80% Compliance with Council Direction	80% Compliance with Council Direction
	Custom Data Reports		85% Compliance with Council Direction			85% Compliance with Council Direction	85% Compliance with Council Direction
	Social Research Development and Coordination		80% Compliance with Council Direction			80% Compliance with Council Direction	80% Compliance with Council Direction
	Inter-Sectoral Research Development and Coordination		65% Compliance with Council Direction			65% Compliance with Council Direction	65% Compliance with Council Direction
	Social Monitoring Tools	Wellbeing Toronto; Neighbourhood Profiles; Social Atlas; Social Development Dashboard; Social Data Warehouse			85% Delivery of acquisition, maintenance, updating of data to support systems	85% Delivery of acquisition, maintenance, updating of data to support systems	85% Delivery of acquisition, maintenance, updating of data to support systems
	Social Development Information Systems	RPGS, Grantium, Honourarium Systems			90% Delivery of acquisition, maintenance and updating of data and applications	90% Delivery of acquisition, maintenance and updating of data and applications	90% Delivery of acquisition, maintenance and updating of data and applications

Overall the 2016 service levels are consistent with the approved 2015 service levels.

Table 4

2016 Service Budget by Activity

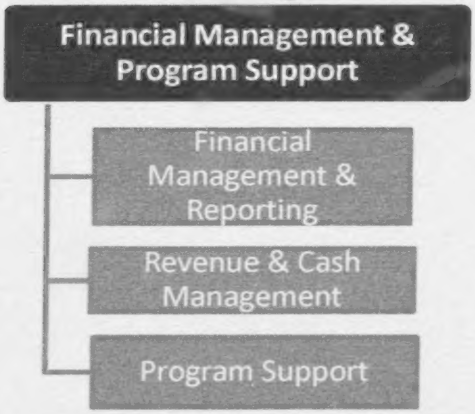
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Soc. Pol & Analysis	380.7	1,001.3	(0.3)	1,001.0	620.3	162.9%		1,001.0	620.3	162.9%	4.4	0.4%	5.7	0.6%
Human Svc Sys Planning	1,943.3	2,214.4	(0.3)	2,214.1	270.8	13.9%	220.0	2,434.1	490.8	25.3%	(800.4)	(32.9%)	24.0	1.5%
Soc. Res. & Soc. Info Mgt	774.8	761.1	(0.1)	761.0	(13.8)	(1.8%)		761.0	(13.8)	(1.8%)	(118.7)	(15.6%)	12.5	1.9%
Total Gross Exp.	3,098.8	3,976.8	(0.7)	3,976.1	877.3	28.3%	220.0	4,196.1	1,097.3	35.4%	(914.7)	(21.8%)	42.2	1.3%
REVENUE														
Soc. Pol & Analysis	63.0	164.8		164.8	101.8	161.6%		164.8	101.8	161.6%				
Human Svc Sys Planning	835.0	1,274.7		1,274.7	439.7	52.7%	220.0	1,494.7	659.7	79.0%	(820.0)	(54.9%)		
Soc. Res. & Soc. Info Mgt	233.9	189.7		189.7	(44.2)	(18.9%)		189.7	(44.2)	(18.9%)	(130.0)	(68.5%)		
Total Revenues	1,131.9	1,629.2		1,629.2	497.3	43.9%	220.0	1,849.2	717.3	63.4%	(950.0)	(51.4%)		
NET EXP.														
Soc. Pol & Analysis	317.7	836.5	(0.3)	836.2	518.5	163.2%		836.2	518.5	163.2%	4.4	0.5%	5.7	0.7%
Human Svc Sys Planning	1,108.3	939.7	(0.3)	939.4	(168.9)	(15.2%)		939.4	(168.9)	(15.2%)	19.6	2.1%	24.0	2.5%
Soc. Res. & Soc. Info Mgt	540.9	571.4	(0.1)	571.3	30.4	5.6%		571.3	30.4	5.6%	11.3	2.0%	12.5	2.1%
Total Net Exp.	1,966.9	2,347.6	(0.7)	2,346.9	380.0	19.3%		2,346.9	380.0	19.3%	35.3	1.5%	42.2	1.8%
Approved Positions	23.8	24.8		24.8	1.0	4.2%	1.0	25.8	2.0	8.4%	(2.0)	(7.8%)		

The ***Social Policy and Planning*** service conducts policy research, prepares reports to Council and Committees on Social Policy directions, gathers statistical information and collects outcomes that measure the effectiveness of social programs.

The 2016 Operating Budget for Social Policy and Planning of $4.196 million gross and $2.346 million net is $0.380 million or 19.3% above the 2015 Approved Budget.

- Base budget increase of $0.380 million reflects a realignment of salaries and benefits for 9 positions that had been incorrectly allocated to Community and Neighbourhood Development and Financial Management services in past years' budgets.
- A new priority of $0.220 million gross and $0 net is included for one-year programming to help deliver the Syrian Refugee Resettlement Program, adding 1 temporary position with funding from the Tax Rate Stabilization Reserve Fund.

Financial Management & Program Support



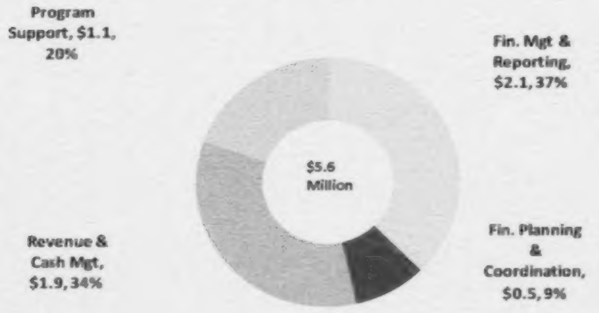
Financial Management & Program Support

- Financial Management & Reporting
- Revenue & Cash Management
- Program Support

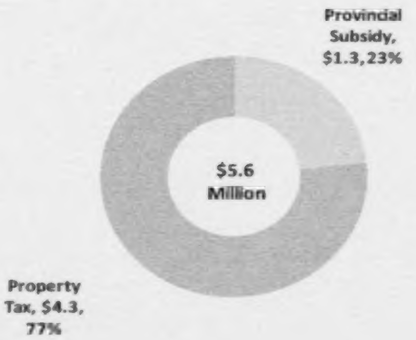
What We Do

- Provide Financial Management and Reporting
- Provide Revenue & Cash Management
- Provide Financial Planning & Coordination
- Provide Program Support

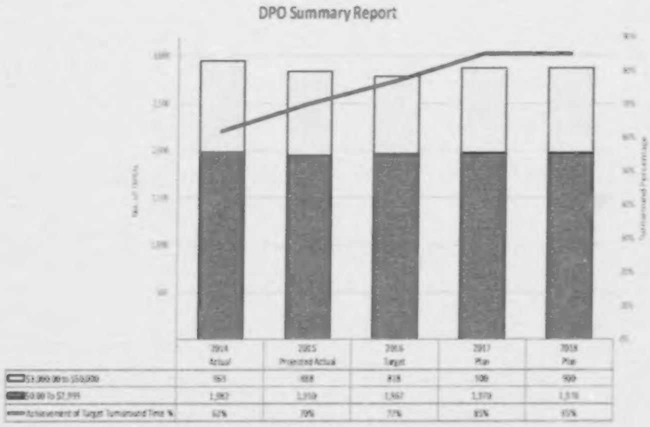
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Turnaround Time for Request for Purchase Orders



- This chart indicates that efficiency targets have improved by 23% since 2014. RPGS Online system (Request for Purchase of Goods and Services) developed in house initiates purchase of goods and services up to the Divisional Purchase Order (DPO) limit of $50K for Cluster-A Programs.
- The target turnaround time for DPOs that are less than $3,000 is 3 days; DPOs greater than $3,000 - $50,000 is 10-14 days depending on the complexity of the request.

2016 Service Levels

Financial Management & Program Support

Activity	Type	Sub-Type	Service Levels		
			2012 2013 2014	2015	2016
Financial Management & Reporting	Centralized Procurement of goods and services for A Divisions	Centralized Divisional Purchase Order (DPO) issuance up to $50,000	RFQ processed within 7-10 upon business days commencement of the process 90% of the time	RFQ processed within 7-10 upon business days commencement of the process 90% of the time	RFQ processed within 7-10 upon business days commencement of the process 90% of the time
			100% Compliance with Corporate purchasing policies and procedures. Exercise due diligence for best pricing and three quotes for DPOs over $3000. DPO issuance will be within 3 business days of commencement of quotation process 90% of the time.	100% Compliance with Corporate purchasing policies and procedures. Exercise due diligence for best pricing and three quotes for DPOs over $3000. DPO issuance will be within 3 business days of commencement of quotation process 90% of the time.	100% Compliance with Corporate purchasing policies and procedures. Exercise due diligence for best pricing and three quotes for DPOs over $3000. DPO issuance will be within 3 business days of commencement of quotation process 90% of the time.
	Sole source requests within DPO limit	Processing Centralized Sole Source Requests (SSR)	SSR Processed within 2 business days 90% of the time	SSR Processed within 2 business days 90% of the time	SSR Processed within 2 business days 90% of the time
	Contract Release Order Processing	Centralized procurement of computer hardware and software	Process CRO's within 2 business days 95% of the time	Process CRO's within 2 business days 95% of the time	Process CRO's within 2 business days 95% of the time
	Contract Management for A Divisions	Reporting, Oversight, Consultation and Coordination of management action	Reports issued within 5 to 10 business days of receiving the data 90% of the time	Reports issued within 5 to 10 business days of receiving the data 90% of the time	Reports issued within 5 to 10 business days of receiving the data 90% of the time
	Procurement Coordination	Coordination of Corporate Calls for A Programs	Meeting PMMD deadlines 90% of the time	Meeting PMMD deadlines 90% of the time	Meeting PMMD deadlines 90% of the time
		Meetings: Purchasing Working Group, Finance Working Group and Divisional Purchasing Coordination Team Meetings	All meetings attended and information disseminated to Cluster A programs	All meetings attended and information disseminated to Cluster A programs	All meetings attended and information disseminated to Cluster A programs
	Procurement Training	Training	Meet Program requested time lines 100% of the time	Meet Program requested time lines 100% of the time Continue providing customized training meeting programs requirements	Meet Program requested time lines 100% of the time Continue providing customized training meeting programs requirements
	Requests to Purchase Goods & Services System	Electronic requisitioning	Assign RPGS to Buyers within 2 business days 90% of the time	Assign RPGS to Buyers within 2 business days 90% of the time	Assign RPGS to Buyers within 2 business days 90% of the time
	DPO and Sole Source Reporting	DPO summaries and Sole Source activity reports	Issue reports within first week of the following month 90% of the time	Issue reports within first week of the following month 90% of the time	Issue reports within first week of the following month 90% of the time

			Service Levels		
Activity	**Type**	**Sub-Type**	**2012 2013 2014**	**2015**	**2016**
Financial Management & Reporting	Consolidated Cluster-Level Financial Reporting	Financial Reports	All reports are prepared, completed and issued by the deadlines 95% of the times	All reports are prepared, completed and issued by the deadlines 95% of the times	All reports are prepared, completed and issued by the deadlines 95% of the times
	Consolidated Petty Cash Management	Vouchers Received, Verified and Cash Dispensed	Petty Cash reimbursed within 2 days 90% of the time. For emergency items, petty cash reimbursed immediately 100% of the time.	Petty Cash reimbursed within 2 days 90% of the time. For emergency items, petty cash reimbursed immediately 100% of the time. Further automation, streamlining and consolidation of petty cash function to Cluster A programs	Petty Cash reimbursed within 2 days 90% of the time. For emergency items, petty cash reimbursed immediately 100% of the time. Further automation, streamlining and consolidation of petty cash function to Cluster A programs
	Consolidated TTC ticket Issuance	Ordering, Inventory and Distribution	TTC tickets/tokens issued within 2 days 90% of the time. For emergency items immediately 100% of the time.	TTC tickets/tokens issued within 2 days 90% of the time. For emergency items immediately 100% of the time.	TTC tickets/tokens issued within 2 days 90% of the time. For emergency items immediately 100% of the time.
	Financial Services	Expenditure Analysis and Monitoring	Analysis performed on as required basis.	Analysis performed on as required basis.	Analysis performed on as required basis.
		Journal Entries	Journal entries processed meeting corporate accounting deadlines 100% of the time.	Journal entries processed meeting corporate accounting deadlines 100% of the time.	Journal entries processed meeting corporate accounting deadlines 100% of the time.
		Reserve / Reserve Fund Monitoring	Reserve fund analysis performed within a 2 day turnaround time	Reserve fund analysis performed within a 2 day turnaround time	Reserve fund analysis performed within a 2 day turnaround time
		Extraction and Distribution of Payroll Information	Payroll information provided to programs on a bi-weekly basis one week after pay period 95% of the time.	Payroll information provided to programs on a bi-weekly basis one week after pay period 95% of the time.	Payroll information provided to programs on a bi-weekly basis one week after pay period 95% of the time.
		Month-end Closing for Capital and Operating Budgets	Month end closing performed by the corporate deadline 100% of the time.	Month end closing performed by the corporate deadline 100% of the time.	Month end closing performed by the corporate deadline 100% of the time.
		Year-end Financial Closing for Capital and Operating Budgets	Year end closing performed by the corporate deadline 100% of the time.	Year end closing performed by the corporate deadline 100% of the time.	Year end closing performed by the corporate deadline 100% of the time.
	SAP Cost Centre Management for A Divisions	Cost Centre Additions, Deletions and Changes	Cost centre change requests processed within 2 days 99% of the time.	Cost centre change requests processed within 2 days 99% of the time.	Cost centre change requests processed within 2 days 99% of the time.
	Coordination of Delegated Signing Authority for A Divisions	Annual Submission and Ongoing Monitoring	Signing authority summary submitted annually by the corporate deadline 80% of the time.	Signing authority summary submitted annually by the corporate deadline 80% of the time.	Signing authority summary submitted annually by the corporate deadline 80% of the time.
	Payment Coordination	Cheque Requisitions	Cheque requisitions processed within 2 days 90% of the time	Cheque requisitions processed within 2 days 90% of the time	Cheque requisitions processed within 2 days 90% of the time
		Parked Document Monitoring	Supplier invoices cleared from parked documents regularly, meeting corporate requirements 100% of the time.	Supplier invoices cleared from parked documents regularly, meeting corporate requirements 100% of the time.	Supplier invoices cleared from parked documents regularly, meeting corporate requirements 100% of the time.
	SAP System Access Requests	SAP access requests received, reviewed & approved	SAP system access request verified & approved within 2 business day turnaround time 90% of the time	SAP system access request verified & approved within 2 business day turnaround time 90% of the time	SAP system access request verified & approved within 2 business day turnaround time 90% of the time

			Service Levels				
Activity	**Type**	**Sub-Type**	**2012**	**2013**	**2014**	**2015**	**2016**
Financial Planning & Coordination	Cluster A Budget Coordination and Oversight	Consolidated summary reports for Deputy City Manager (DCM) and Executive Director of Social Development, Finance & Administration	Produce summary reports by the set deadline with 100% accuracy			Produce summary reports by the set deadline with 100% accuracy	Produce summary reports by the set deadline with 100% accuracy
		Coordination	As required			As required	As required
	Budget Development Process	FPARS Cluster Lead and Support			Cluster Lead to provide continuous support to FPARS Implementation Team and cluster program; and change champion. Throughout the year. Provided two dedicated staffing support.	Cluster Lead to provide continuous support to FPARS Implementation Team and cluster program; and change champion. Throughout the year. Provided two dedicated staffing support.	Cluster Lead to provide continuous support to FPARS Implementation Team and cluster program; and change champion. Throughout the year. Provided two dedicated staffing support.
		Training			FPARS training to all cluster programs through "Train the Trainer" process.	FPARS training to all cluster programs through "Train the Trainer" process.	FPARS training to all cluster programs through "Train the Trainer" process.
		Data Integrity			Reports produced with 100% accuracy by corporate deadlines 80% of the	Reports produced with 100% accuracy by corporate deadlines 80% of the time	Reports produced with 100% accuracy by corporate deadlines 80% of the time
		Budget Upload			Budget uploaded with 100% accuracy meeting corporate	Budget uploaded with 100% accuracy meeting corporate deadlines	Budget uploaded with 100% accuracy meeting corporate deadlines
		Budget Production Support to Cluster Programs			100% compliance to corporate guidelines Provide support to cluster A programs through PBF support sessions.	100% compliance to corporate guidelines Provide support to cluster A programs through PBF support sessions.	100% compliance to corporate guidelines Provide support to cluster A programs through PBF support sessions.
	Direct Production Support for Budget Development	Budget Production Support to 2 Programs	100% compliance to corporate guidelines and 90% timeline			100% compliance to corporate guidelines	100% compliance to corporate guidelines

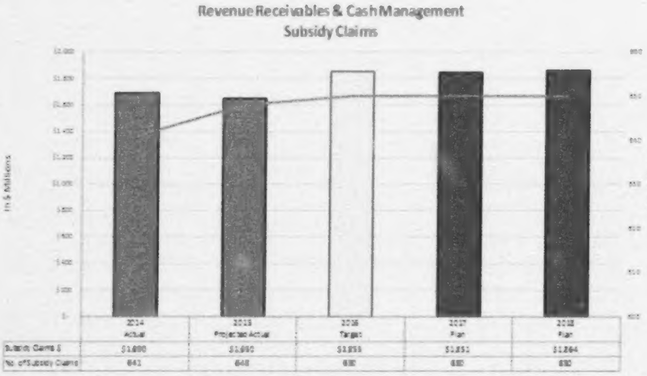
			Service Levels		
Activity	**Type**	**Sub-Type**	**2012 2013 2014**	**2015**	**2016**
Revenue & Cash Management	Subsidy Claim for Six Divisions	Federal Subsidy	100 % Accuracy and Meeting Submission dateline 100% of the time	100 % Accuracy and Meeting Submission dateline 100% of the time	100 % Accuracy and Meeting Submission dateline 100% of the time
		Provincial Subsidy	100 % Accuracy and Meeting Submission dateline 100% of the time	100 % Accuracy and Meeting Submission dateline 100% of the time	100 % Accuracy and Meeting Submission dateline 100% of the time
	Ontario Works Financial Benefit Payments	Recording of OW Benefit Payments Issuance	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
		Daily Cash Exception and Issuance Reports	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
		Repayment to Financial Institutions	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
		Upload Sub Orders Payment process to Provincial SDMT	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
		Ambulance Payment	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
	Overpayment Recoveries	Advice Area Office to create overpayment	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
		Receive and Deposit overpayment recoveries from Area Office	100 % accuracy with daily processing delay by 1 to 2 business days	100 % accuracy with daily processing delay by 1 to 2 business days	100 % accuracy with daily processing delay by 1 to 2 business days
	Subsidy and Revenue financial Reports	Reports to Federal Departments and Provincial Ministries	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
		Divisional Subsidy and Revenue Reports to Corporate	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time	100 % accuracy with daily processing 100% of the time
	Accounts Receivable	Subsidy and Grant Receivables, Loans Receivables	100 % accuracy with delay in daily processing by 1 to 2 business days	100 % accuracy with delay in daily processing by 1 to 2 business days	100 % accuracy with delay in daily processing by 1 to 2 business days
	User Fees	Recording & Reconciliation	100% accuracy Record and Reconciled within three weeks after month end	100% accuracy Record and Reconciled within three weeks after month end	100% accuracy Record and Reconciled within three weeks after month end
	Donations	Donation Received	100% accuracy Deposit 2nd business day of Receipt Process Tax Receipt within 2 business days of receipt Dispense Funds within 2 to 3 days of request	100% accuracy Deposit 2nd business day of Receipt Process Tax Receipt within 2 business days of receipt Dispense Funds within 2 to 3 days of request	100% accuracy Deposit 2nd business day of Receipt Process Tax Receipt within 2 business days of receipt Dispense Funds within 2 to 3 days of request
	Year-end Audit and program specific Financial Audits (Federal departments and Provincial ministries' requirements)	Assisting year-end City audit process of expenditures, subsidies and receivables. Manage program specific audits for ministries' requirements	Support provided in one business day 100% of the time	Support provided in one business day 100% of the time	Support provided in one business day 100% of the time

Activity	Type	Sub-Type	Service Levels				
			2012	2013	2014	2015	2016
	Cashed Cheque Information (CCI) System	Process Stop Payments on Cheques	Processed immediately upon request 100 % of the time.			Processed immediately upon request 100 % of the time.	Processed immediately upon request 100 % of the time.
		Verification of cheques to financial institutions and management of benefit card transactions	Verification of cheques and management of benefit card transactions are done with 100% accuracy.				
		Benefits Card Processing			Provided support to process all benefit card issues, funding transfers, reconciliation and reporting of daily issuance of	Provided support to process all benefit card issues, funding transfers, reconciliation and reporting of daily issuance of client benefit cards	Provided support to process all benefit card issues, funding transfers, reconciliation and reporting of daily issuance of client benefit cards
		Cashed Cheque Issuance Reports	100% accuracy and 100% of time			100% accuracy and 100% of time	100% accuracy and 100% of time
	Bank Reconciliation of User fees to Parks, Forestry	Bank Reconciliation	100% accuracy and 100% of time			100% accuracy and 100% of time	100% accuracy and 100% of time
Program Support	Strategic Cluster Leadership, Advice and Support	Financial management, governance, operational, service effectiveness, oversight ensuring compliance, support, advice, coordination and consultation	Regular and ongoing support provided 100% of the time.			Regular and ongoing support provided 100% of the time.	Regular and ongoing support provided 100% of the time.
	Relationship Management	Association of Community Centres (AOCCs)	90% of issues are managed and resolved. 10% of issues are outside of the Relationship Framework. A Goverance review continues in 2013.			90% of issues are managed and resolved. 10% of issues are outside of the Relationship Framework.	90% of issues are managed and resolved. 10% of issues are outside of the Relationship Framework.
		Community-Based Boards of Management	Research and review of all City Boards are underway to determine the most cost-effective and appropriate models for 3 Community Boards			Research and review of all City Boards are underway to determine the most cost-effective and appropriate models for 3 Community Boards	Research and review of all City Boards are underway to determine the most cost-effective and appropriate models for 3 Community Boards
	Program and Operational Reviews		90% of projects are completed	90% of projects are completed on time and within budget.		100% of projects are completed	100% of projects are completed

Overall the 2016 service levels are consistent with the approved 2015 service levels.

Service Performance

Efficiency Measure – Revenue Receivables & Cash Management Subsidy Claims



- These provincial and federal subsidy claims relate to the 6 cost-shared programs administered by divisions in Cluster A – such as Children's Services, or Long-Term Care Homes & Services.

Table 5
2016 Service Budget by Activity

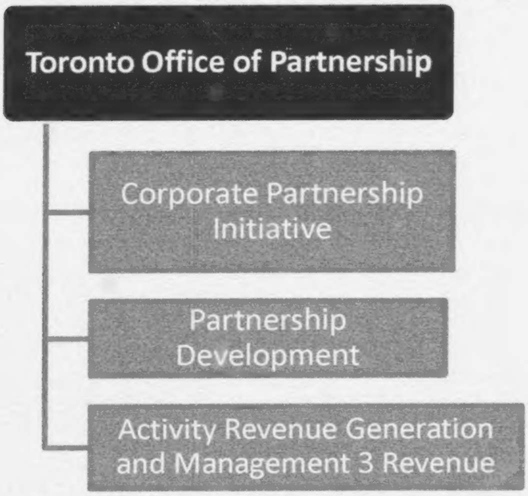
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fin Mgt & Reporting	2,094.7	2,123.7	(34.0)	2,089.7	(5.0)	(0.2%)		**2,089.7**	(5.0)	(0.2%)	10.9	0.5%	17.8	0.8%
Fin Planning & Coordination	472.4	476.9	(21.3)	455.6	(16.8)	(3.6%)		**455.6**	(16.8)	(3.6%)	3.7	0.8%	6.1	1.3%
Rev. & Cash Mgt	1,996.7	2,004.6	(43.1)	1,961.5	(35.2)	(1.8%)		**1,961.5**	(35.2)	(1.8%)	14.0	0.7%	20.3	1.0%
Program Support	1,184.3	1,124.6	(0.1)	1,124.5	(59.8)	(5.0%)		**1,124.5**	(59.8)	(5.0%)	2.4	0.2%	5.6	0.5%
Total Gross Exp.	5,748.1	5,729.8	(98.5)	5,631.3	(116.8)	(2.0%)		**5,631.3**	(116.8)	(2.0%)	31.0	0.6%	49.8	0.9%
REVENUE														
Fin Mgt & Reporting	242.3	238.1		238.1	(4.2)	(1.7%)		**238.1**	(4.2)	(1.7%)				
Fin Planning & Coordination	55.2	55.8		55.8	0.6	1.1%		**55.8**	0.6	1.1%				
Rev. & Cash Mgt	952.5	940.3		940.3	(12.2)	(1.3%)		**940.3**	(12.2)	(1.3%)				
Program Support	86.2	88.2		88.2	2.0	2.3%		**88.2**	2.0	2.3%				
Total Revenues	1,336.2	1,322.4		1,322.4	(13.8)	(1.0%)		**1,322.4**	(13.8)	(1.0%)				
NET EXP.														
Fin Mgt & Reporting	1,852.4	1,885.6	(34.0)	1,851.6	(0.8)	(0.0%)		**1,851.6**	(0.8)	(0.0%)	10.9	0.6%	17.8	1.0%
Fin Planning & Coordination	417.2	421.1	(21.3)	399.8	(17.4)	(4.2%)		**399.8**	(17.4)	(4.2%)	3.7	0.9%	6.1	1.5%
Rev. & Cash Mgt	1,044.2	1,064.3	(43.1)	1,021.2	(23.0)	(2.2%)		**1,021.2**	(23.0)	(2.2%)	14.0	1.4%	20.3	2.0%
Program Support	1,098.1	1,036.4	(0.1)	1,036.3	(61.8)	(5.6%)		**1,036.3**	(61.8)	(5.6%)	2.4	0.2%	5.6	0.5%
Total Net Exp.	4,411.9	4,407.4	(98.5)	4,308.9	(103.0)	(2.3%)		**4,308.9**	(103.0)	(2.3%)	31.0	0.7%	49.8	1.1%
Approved Positions	48.5	48.5		48.5				**48.5**				0.0%		

The ***Financial Management and Program Support*** service provides direct support and coordinating activities for Cluster A programs with respect to financial reporting, cash and revenue management, budgets and procurement.

The 2016 Operating Budget for Financial Management and Program Support of $5.631 million gross and $4.309 million net is $0.103 million or 2.3% under the 2015 Approved Net Budget.

- Base budget adjustments include known salary and benefit adjustments of $0.065 million, and includes a reduction of $0.083 million to better align the cost of service delivery. Additional savings of $0.098 million results from a line-by-line review.

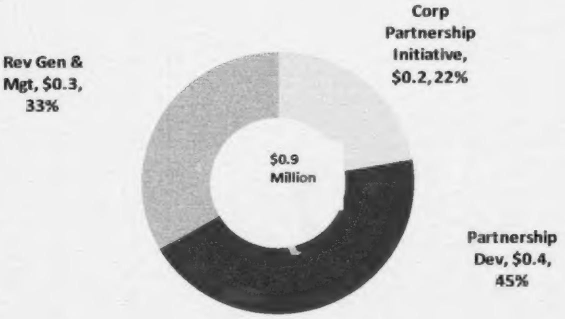
Toronto Office of Partnership


Toronto Office of Partnership
Corporate Partnership Initiative
Partnership Development
Activity Revenue Generation and Management 3 Revenue

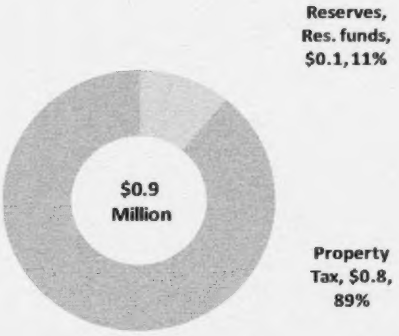
What We Do

- Develop Corporate Partnership Initiatives
- Manage Partnership Develop
- Manage Revenue Generation Initiatives

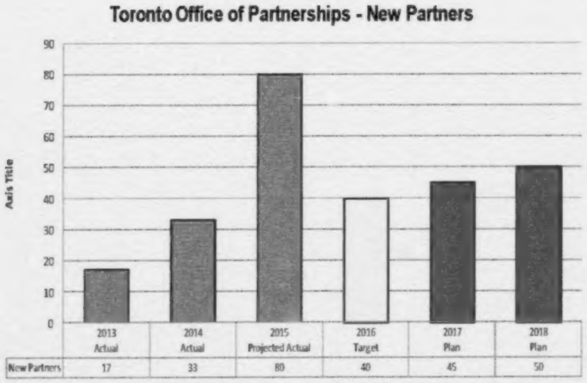
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Establishment of New Partnerships



- The Toronto Office of Partnerships (TOP) establishes new relationships with various outside private and not-for profit groups.
- In 2015, TOP projects cultivated 80 new third-party partnerships. This is more than twice as many partnerships as was created with external organizations in 2014.
- The significant increase is largely attributable to collaborations with an array of community groups in support of the Pan-Am Games.
- Going forward, the Office expects to develop at least 40 new partners in 2016 and beyond.

2016 Service Levels

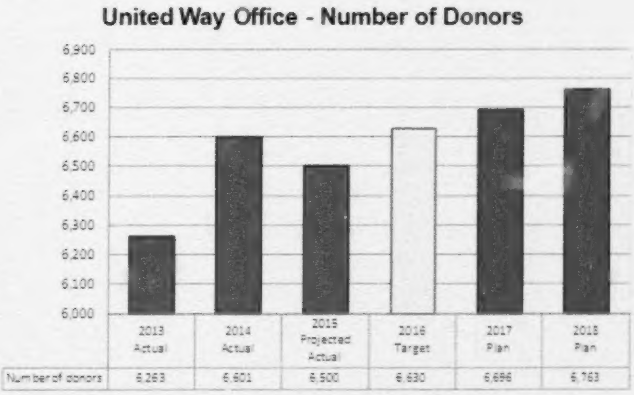
Toronto Office of Partnerships

			Service Levels				
Activity	**Type**	**Sub-Type**	**2012**	**2013**	**2014**	**2015**	**2016**
Corporate Partnership Initiatives	Corporate Partnerships		90% of requested policies/procedures are completed within the time frame provide by Council			# of corporate Partnership Initiatives TBD - This data is collected from Divisions in 2016	# of corporate Partnership Initiatives TBD - This data is collected from Divisions in 2016
	Partnership & Revenue Generation Policies and Procedures						
	External and Internal Consulting				Instances of external and internal Consulting 350; Consulting Hours (Internal and External) 262	Instances of external and internal Consulting 350; Consulting Hours (Internal and External) 262	Instances of external and internal Consulting 350; Consulting Hours (Internal and External) 262
	Staff Partnership Training				# of Staff trained on Partnerships 465	# of Staff trained on Partnerships 465	# of Staff trained on Partnerships 465
Partnership Development	Development and Management of Agreements						
	Consultation and Training on Partnership Development						
	Relationship Development		Activity maintained but reduced due to 10% budget and staff reduction in 2012				
	Project Management for Projects going forward	Go-Forward Partnerships			Number of instances projects are going	Number of instances projects are going forward 50	Number of instances projects are going forward 50
		Project Management Hours			1800 hours of External and Internal for partnership projects managed going forward	1800 hours of External and Internal for partnership projects managed going forward	1800 hours of External and Internal for partnership projects managed going forward
		New Partners			20 New Partners	20 New Partners	20 New Partners
Revenue Generation and Management	Advice and Consultation on Unsolicited Proposal Policy Process						
	Review Unsolicited Proposal Submissions		Review and respond to 95% of received proposals within 2 business days				
	Revenue Generating Partnerships (Sponsorships, Donations, Joint Ventures/Grants)		Activity maintained but reduced as of 2012 due to staffing reductions.				
	Emergency Donation Management		Coordinated with Corporate Accounting				
	City initiatives financially supported by external partners				# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2015	# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2016	# of initiatives financially supported by external partners TBD - This data is collected from Divisions in 2016
	Unsolicited Proposals				Submitted Unsolicited Proposals Processed 20	Submitted Unsolicited Proposals Processed 20	Submitted Unsolicited Proposals Processed 20
	Partnership Revenue Generated				Partnership revenue generated	Partnership revenue generated $814,000	Partnership revenue generated $814,000
	United Way Campaign				Total amount of funds generated by the City of Toronto U.W. Campaign 1.2M	Total amount of funds generated by the City of Toronto U.W. Campaign 1.2M	Total amount of funds generated by the City of Toronto U.W. Campaign 1.2M

Overall the 2016 service levels are consistent with the approved 2015 service levels.

Service Performance

Output Measure – United Way Office – Number of Donors



- The United Way Office, which administers the City's United Way campaign, is a key component of TOP.
- For each of the past 3 years, the number of City staff donating to the campaign has markedly risen from 5,270 donors in 2012 to 6,601 donors in 2014; a 25% increase.
- While the final 2015 numbers are not yet known, donors levels are expected to remain stable this year as well as into the future.

Table 6
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Corp Partnership Initiative	372.3	223.4		223.4	(148.9)	(40.0%)		**223.4**	(148.9)	(40.0%)	2.0	0.9%	1.9	0.8%
Partnership Dev	682.4	409.7		409.7	(272.7)	(40.0%)		**409.7**	(272.7)	(40.0%)	3.8	0.9%	3.5	0.8%
Rev Gen and Mgt	335.7	261.4	(25.0)	236.4	(99.3)	(29.6%)		**236.4**	(99.3)	(29.6%)	4.2	1.8%	4.2	1.7%
Total Gross Exp.	1,390.4	894.5	(25.0)	869.5	(520.9)	(37.5%)		**869.5**	(520.9)	(37.5%)	10.0	1.2%	9.6	1.1%
REVENUE														
Corp Partnership Initiative	150.0				(150.0)	(100.0%)			(150.0)	(100.0%)				
Partnership Dev	275.0				(275.0)	(100.0%)			(275.0)	(100.0%)				
Rev Gen and Mgt	183.1	108.1		108.1	(75.0)	(41.0%)		**108.1**	(75.0)	(41.0%)				
Total Revenues	608.1	108.1		108.1	(500.0)	(82.2%)		**108.1**	(500.0)	(82.2%)				
NET EXP.														
Corp Partnership Initiative	222.3	223.4		223.4	1.1	0.5%		**223.4**	1.1	0.5%	2.0	0.9%	1.9	0.8%
Partnership Dev	407.4	409.7		409.7	2.3	0.6%		**409.7**	2.3	0.6%	3.8	0.9%	3.5	0.8%
Rev Gen and Mgt	152.6	153.3	(25.0)	128.3	(24.3)	(15.9%)		**128.3**	(24.3)	(15.9%)	4.2	3.3%	4.2	3.2%
Total Net Exp.	782.3	786.4	(25.0)	761.4	(20.9)	(2.7%)		**761.4**	(20.9)	(2.7%)	10.0	1.3%	9.6	1.2%
Approved Positions	6.5	6.5		6.5				**6.5**				0.0%		

The ***Toronto Office of Partnerships*** service coordinates and develops Corporate Partnership Initiatives, manages Partnership Development and Revenue Generation on behalf of the City, including corporate partners such as the United Way of Toronto.

The 2016 Operating Budget for the Toronto Office of Partnership $0.870 million gross and $0.761 million net is $0.021 million or 2.7% under the 2015 Approved Net Budget.

- Base budget adjustments to the *Toronto Office of Partnership* reflect known adjustments to salary and benefits, which include PEP savings of $0.038 million resulting from moving to position-based budgeting.

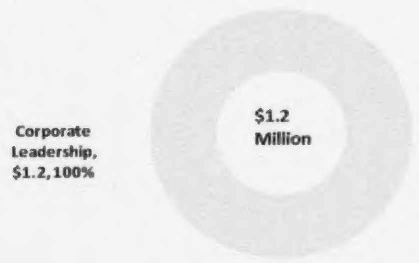
Corporate Leadership

Corporate Leadership

What We Do

- To guide the corporation in the strategic direction for growth and program/service delivery.
- Promote collaboration and innovation inside Cluster A and across the organization
- Assist the City Manager in corporate governance and oversight activities
- Achieve Council's priorities

2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

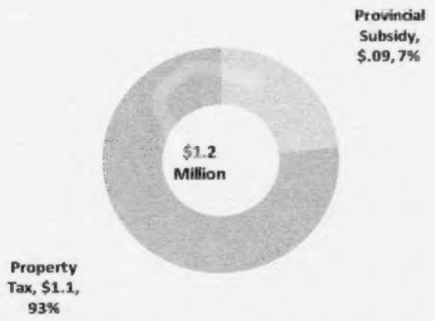


Table 7

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Corporate Leadership	1,211.0	1,201.9	(25.0)	1,176.9	(34.1)	(2.8%)		**1,176.9**	(34.1)	(2.8%)	10.8	0.9%	14.1	1.2%
Total Gross Exp.	1,211.0	1,201.9	(25.0)	1,176.9	(34.1)	(2.8%)		**1,176.9**	(34.1)	(2.8%)	10.8	0.9%	14.1	1.2%
REVENUE														
Corporate Leadership	90.0	90.0		90.0				**90.0**						
Total Revenues	90.0	90.0		90.0				**90.0**						
NET EXP.														
Corporate Leadership	1,121.0	1,111.9	(25.0)	1,086.9	(34.1)	(3.0%)		**1,086.9**	(34.1)	(3.0%)	10.8	1.0%	14.1	1.3%
Total Net Exp.	1,121.0	1,111.9	(25.0)	1,086.9	(34.1)	(3.0%)		**1,086.9**	(34.1)	(3.0%)	10.8	1.0%	14.1	1.3%
Approved Positions	6.6	6.6		6.6				**6.6**				0.0%		

The ***Corporate Leadership*** service provides guidance to the corporation in the strategic direction for growth and program/service delivery, promotes collaboration and innovation inside Cluster A and across the organization and assists the City Manager in corporate governance and oversight activities to achieve Council's priorities.

The 2016 Operating Budget for Corporate Leadership of $1.177 million gross and $1.087 million net is $0.034 million or 3.0% under the 2015 Approved Net Budget.

- Base budget adjustments of $0.034 million arise from savings identified through the Line-by Line review.

40
Sackville St
295

Shelter, Support and Housing Administration

2016 OPERATING BUDGET OVERVIEW

Shelter, Support and Housing Administration (SSHA) contributes to healthy communities by ensuring that people have a range of shelter and affordable housing options. The Program provides temporary shelter and support services for homeless individuals and families, creates permanent affordable housing solutions, and funds and administers the City's social housing program.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $676.569 million gross and $347.794 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change	
			$	%
Gross Expenditures	662,409.3	676,568.9	14,159.7	2.1%
Gross Revenues	340,926.4	328,774.9	(12,151.6)	(3.6%)
Net Expenditures	**321,482.8**	**347,794.0**	**26,311.2**	**8.2%**

The City faces significant pressures in Social Housing, primarily from the loss of federal funding and the cost of maintaining legislated and annually indexed subsidy levels. Since the transfer of Social Housing to the City, the program has faced an annual operating shortfall, exacerbated by the above. In the past, the Social Housing Reserves have been used to fund the annual shortfall. The projected balance for the reserves is sufficient to fund the 2016 shortfall but this would be a one-time option as the reserves would then be depleted. Without a full contribution from the reserves, the 2016 Budget is 8.2% above the 2015 Approved net Operating Budget.

Fast Facts

- Toronto Community Housing Corporation (TCHC) is the largest provider of social housing with 58,500 units. Another 240 not-for-profit housing providers have an additional 35,500 units.
- SSHA provides approximately 4,400 permanent emergency and transitional shelter beds in 59 locations, including 10 City-operated facilities.

2016 Operating Budget Highlights

- The 2016 Operating Budget for SSHA of $676.569 million gross and $347.794 million net provides funding for two services, Homeless & Housing First Solutions and Social Housing System Management.
- The budget as presented is $26.311 million or 8.2% over the 2015 Approved Budget achieved through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going base reductions;
  - ✓ Increasing gapping rate from 3.2% to 3.7%; and
  - ✓ An increase in provincial funding for the administration of the Investment in Affordable Housing (IAH) Program.
- A partial one-time contribution from the Social Housing Reserve to offset operating pressures has been included but is not a sustainable funding option.
- Any further reductions are not included as they would negatively impact service levels.

2015 Key Service Accomplishments

In 2015, Shelter, Support and Housing Administration accomplished the following:

Homeless and Housing First Solutions

- ✓ Added new shelter capacity in 2015 on an interim basis, issued an REOI, and negotiated with community agencies for additional permanent shelter capacity.
- ✓ Opened two 24-hour drop-ins for vulnerable street involved women.
- ✓ First of 2 LGBTQ2S youth shelters opening in the fall; second facility in process of preparing a site to open in 2016
- ✓ Initiated Housing First pilot for long-term shelter users: completed development and testing of housing needs assessment tool; completed staff training; case management and placements to launch in the fall; target is to house and support approximately 200 long term shelter users over a 12 month period.
- ✓ Council-approval of the Shelter Infrastructure Strategy in March which identified the need to open 15 new shelters city-wide.
- ✓ Completed comprehensive revision of Toronto Shelter Standards.
- ✓ Provided two 24-hour extreme cold weather drop-in facilities.
- ✓ A Drop-In RFP resulted in an increased investment in Drop-Ins which play a critical role in housing stability

Social Housing System Management

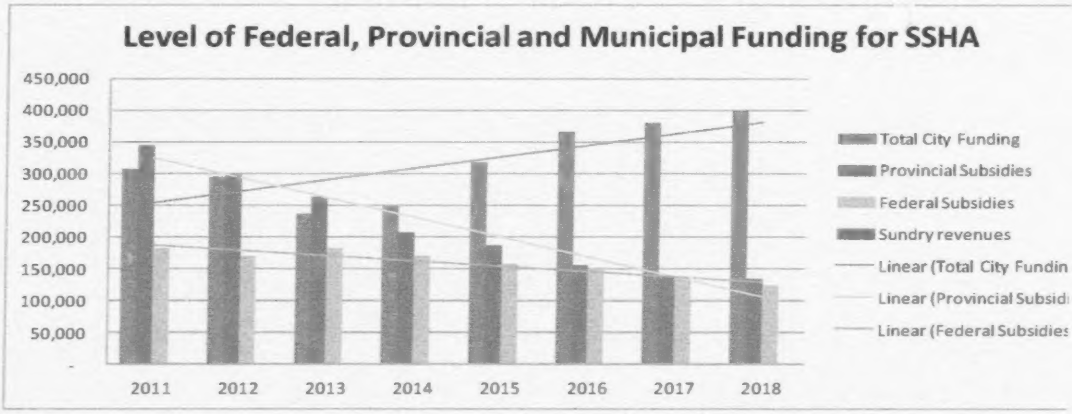
- ✓ Supporting TCH's 10 Year Capital Management Strategy and Council's Close the Housing Gap campaign
- ✓ Began transformation of access to social housing through development of the Toronto housing web portal and direct City operation of the social housing waiting list, laying the groundwork for an integrated, choice-based housing access system. The effective Housing Connections transfer date is at the end of October.
- ✓ Completed comprehensive policy review of the social housing program, culminating in a report to Council and launch of Raising the Bar quality initiative for 240 housing providers.

  Completed a Service Manager Assessment of TCHC, resulting in comprehensive business improvement recommendations for both the City and the TCHC Board.

Our Service Deliverables for 2016

Shelter, Support and Housing Administration offers temporary shelter, support services and administers social housing. The 2016 Operating Budget will:

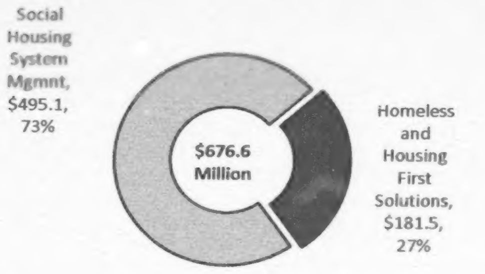
- Provide 24-hour shelter, street outreach and housing services;
- Provide 1.586 million bed nights of emergency shelter (4,400 per night, 365 days a year) to homeless people including the provision of meals and supports
- Provide funding to more than 240 housing providers (including the Toronto Community Housing Corporation), with over 94,000 units of social housing;
- Provide housing allowances to over 4,900 households to help offset their rent;
- Provide 322,295 bed nights of boarding home service to adults with psychiatric disabilities;
- Administer the Federal and Provincial grants to over 115 community agencies; and
- Assist homeless individuals on the street to move into housing through the Streets to Homes Program, with over 5,000 people assisted into permanent housing since 2005, with the vast majority remaining in their new homes.
- Between 2013 – 2018, the City funding for Social Housing is projected to increase by $162.1 million, or 26.1% in order to maintain service levels, due to the following revenue changes:
  - ➢ Loss of the Toronto Pooling Compensation from the Province that the City used to fund Social Housing of $113.9 million over 2014 – 2016; and
  - ➢ Loss of Federal funding of $48.2 million due to operating agreement expiries for Social Housing properties under administration.
- The loss of federal funding for expired operating agreements is expected to continue until 2031 for a total loss of $175.1 million in federal funding over a 2013-2031 time period.



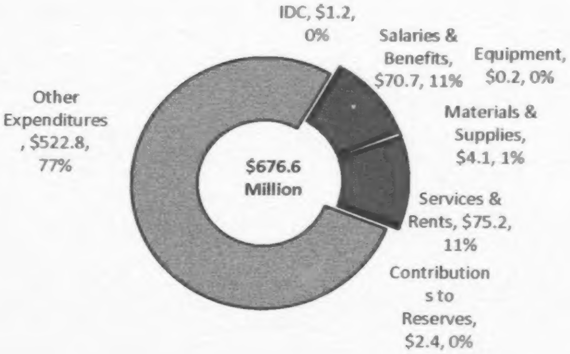
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

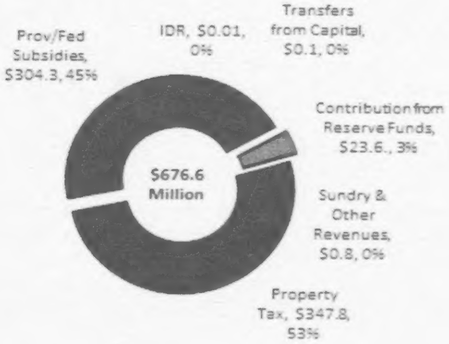


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source

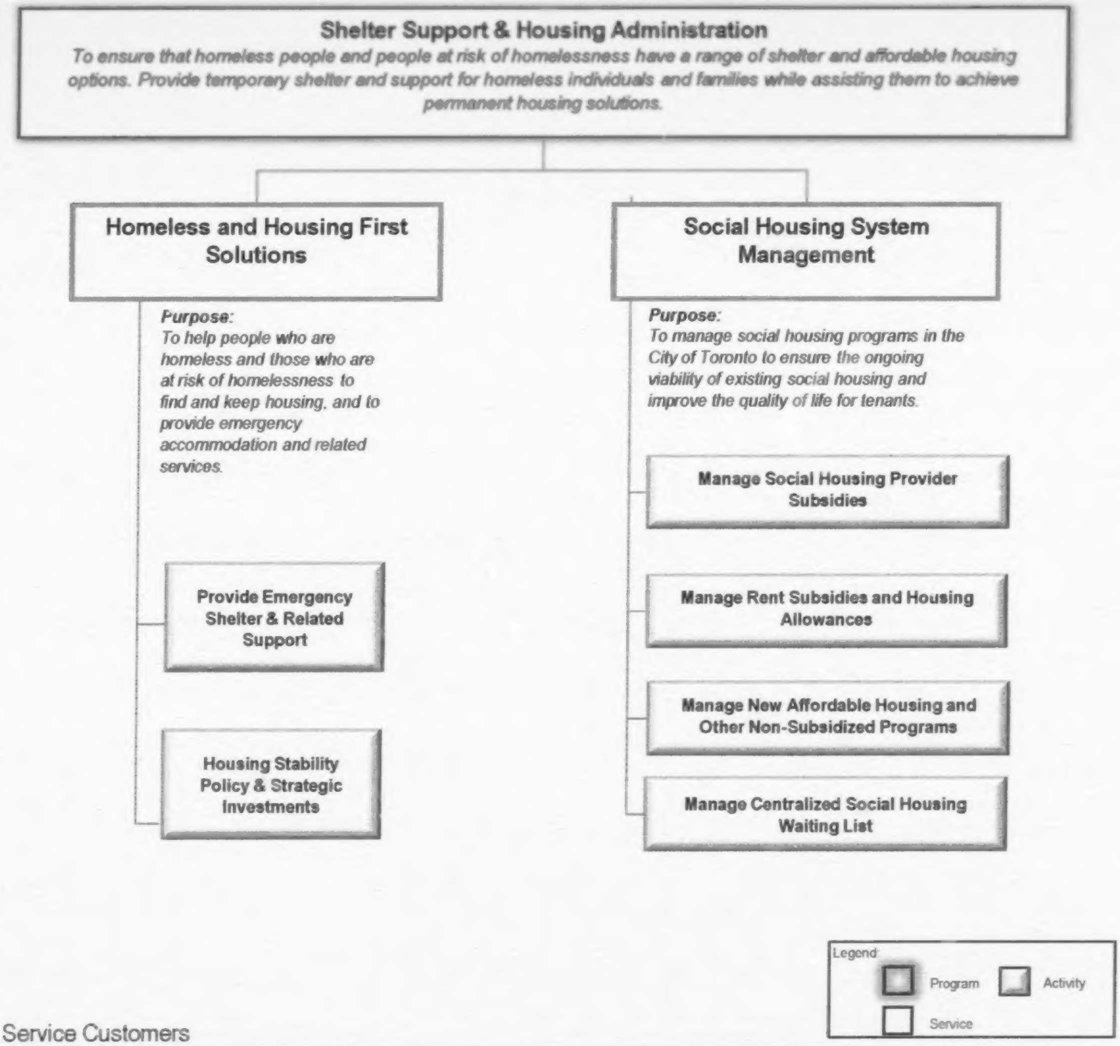


Our Key Issues & Priority Actions

- **Managing the funding gap in Social Housing** – The continued loss in federal funding for social housing, $8.964 million for 2016, combined with firm provincial legislation creates a funding pressure on the property tax base and a lack of funding available to maintain state of good repair for the units.
  - ✓ Continue to develop strategies to address the funding shortfall with expiry of Federal operating agreements.
  - ✓ Continue to engage all orders of government to share responsibility for the impacts of the social housing legacy.
- **Maintaining Occupancy Levels below 90% in Shelters** – Program continues to implement strategies to alleviate occupancy pressures through several measures.
  - ✓ Investment of $3.7 million new funding approved in 2015 to add 181 beds in the shelter system will increase bed nights from 1,510,018 in 2015 to 1,586,327 in 2016, an increase of 5%.

✓ The full year cost of implementing the above initiative is included in the 2016 Operating Budget for SSHA.

Program Map



Shelter Support & Housing Administration

To ensure that homeless people and people at risk of homelessness have a range of shelter and affordable housing options. Provide temporary shelter and support for homeless individuals and families while assisting them to achieve permanent housing solutions.

Homeless and Housing First Solutions

Purpose:
To help people who are homeless and those who are at risk of homelessness to find and keep housing, and to provide emergency accommodation and related services.

Social Housing System Management

Purpose:
To manage social housing programs in the City of Toronto to ensure the ongoing viability of existing social housing and improve the quality of life for tenants.

Provide Emergency Shelter & Related Support
Housing Stability Policy & Strategic Investments
Manage Social Housing Provider Subsidies
Manage Rent Subsidies and Housing Allowances
Manage New Affordable Housing and Other Non-Subsidized Programs
Manage Centralized Social Housing Waiting List
Legend:
Program
Activity
Service

Service Customers

Homeless and Housing First Solutions

- Homeless and at-risk populations
- Residents
- Community Agencies (Tenant Association, Not for Profit)
- Provincial and Federal Governments

Social Housing System Management

- Social Housing Tenants/Members
- Social Housing Owners
- Provincial and Federal Governments

Table 1

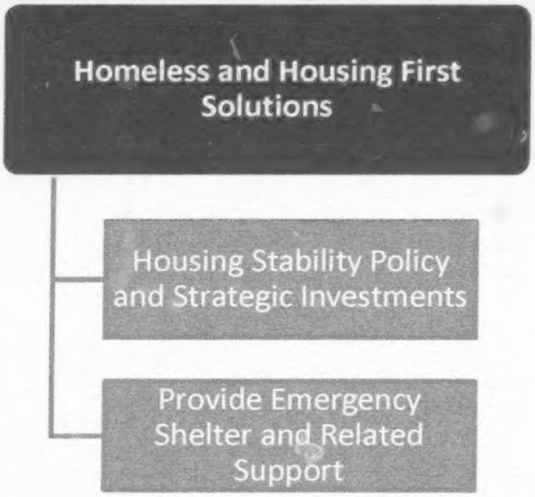
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Homeless and Housing First Solutions											
Gross Expenditures	183,344.3	182,889.3	179,936.9	1,540.2	181,477.1	(1,867.3)	(1.0%)	(516.6)	(0.3%)	420.7	0.2%
Revenue	112,484.8	112,296.3	109,885.1		109,885.1	(2,599.8)	(2.3%)	(800.0)	(0.7%)	-	
Net Expenditures	70,859.5	70,593.0	70,051.8	1,540.2	71,592.0	732.5	1.0%	283.4	0.4%	420.7	0.6%
Social Housing System Management											
Gross Expenditures	479,065.0	467,372.7	488,866.9	6,225.0	495,091.9	16,026.9	3.3%	(8,917.1)	(1.8%)	1,089.4	0.2%
Revenue	228,441.6	217,944.1	218,139.8	750.0	218,889.8	(9,551.8)	(4.2%)	(47,007.0)	(21.5%)	(13,236.6)	(7.7%)
Net Expenditures	250,623.3	249,428.6	270,727.0	5,475.0	276,202.0	25,578.7	10.2%	38,089.9	13.8%	14,326.0	4.6%
Total											
Gross Expenditures	662,409.3	650,262.0	668,803.7	7,765.2	676,568.9	14,159.7	2.1%	(9,433.7)	(1.4%)	1,510.1	0.2%
Revenue	340,926.4	330,240.4	328,024.9	750.0	328,774.9	(12,151.6)	(3.6%)	(47,807.0)	(14.5%)	(13,236.6)	(4.7%)
Total Net Expenditures	321,482.8	320,021.6	340,778.9	7,015.2	347,794.0	26,311.2	8.2%	38,373.3	11.0%	14,746.7	3.8%
Approved Positions	757.3	735.3	757.7		757.7	0.4	0.1%				

The Shelter, Support and Housing Administration's 2016 Operating Budget is $676.569 million gross and $347.794 million net, representing a 8.2% increase over the 2015 Approved Net Operating Budget.

- Base pressures of $33.989 million are mainly attributable to the ongoing pressures for Social Housing arising from a loss of federal funding and legislated and indexed cost increases as well as from the occupancy pressures in the shelter system.
- The final year of the phased-in Toronto Pooling Compensation funding loss of $37.979 million (2014-2016) is reflected in the City's Non-Program Revenue Budget.
- These pressures are partially offset by savings in salaries and benefits through PEP savings of $0.805 million identified through moving to position-based budgeting with adjustments that aligned the budget with the actual PEP calculated salary and benefits costs.
- To help mitigate base pressures, base expenditure savings achieved through a line by line review, absorption of corporate inflationary factors and increasing gapping rate from 3.2% to 3.7% are included. Revenue changes include an adjustment of administration funding for the IAH Program to match actual experience.
- Unlike previous years, only a partial contribution from the Social Housing reserve of $12.500 million is included to help offset increasing social housing costs.
- New and enhanced requests of $7.015 million net are included in the budget to help support Toronto's Poverty Reduction Strategy and to implement several of the recommendations from the Mayor's Task Force at TCHC.
- Approval of the 2016 Operating Budget will result in an increase to Shelter, Support and Housing Administration's total staff complement by 0.4 positions from 757.3 to 757.7.
- The 2017 and 2018 Plan project a pressure of $38.373 million and $14.747 million, respectively for Social Housing Cost increases as well as adjustments in staff related costs. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

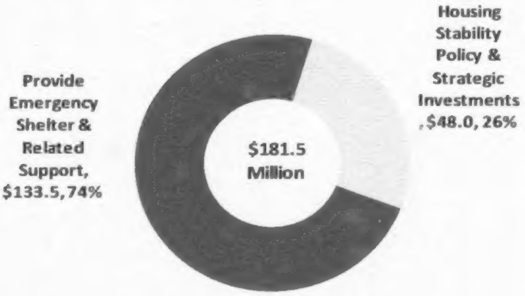
Homeless and Housing First Solutions


Homeless and Housing First Solutions
Housing Stability Policy and Strategic Investments
Provide Emergency Shelter and Related Support

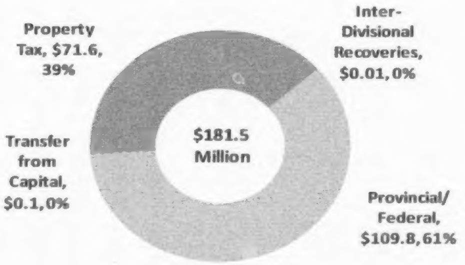
What We Do

- Provide street outreach services that assist street-involved people find and keep permanent housing.
- Manage over 4,400 shelter system beds in Toronto, overseeing the 59 locations that are operated by community agencies under contract and the 10 shelters that are operated by City staff.

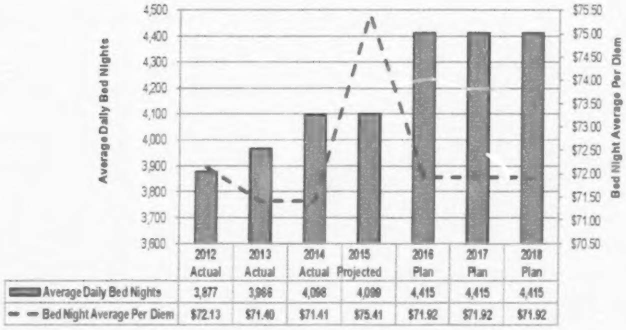
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Hostels Average Daily Bed Nights and Average Bed Night Per Diem



- The cost per bed night is expected to decrease from $75.41 to $71.92 representing a decrease of $3.49, or 4.6%.
- The average daily bed nights are steadily increasing reflecting the increase in demand across all sectors.
- The occupancy rate is increasing to over 93% in 2015 due to the delay implementing the additional beds approved in 2015. These beds will be fully utilized in 2016.

2016 Service Levels

Homeless and Housing First Solutions

Activity	Type	Sub-Type	Status	Approved Service Levels			
				2013	2014	2015	2016
Provide Emergency Shelter & Related Support	A directly operated	Shelter Beds	Approved	1591 Shelter Beds available at 10 locations	1649 Shelter Beds available at 10 locations	1658 Shelter Beds available at 10 locations	1,658 Shelter Beds available at 10 locations
		Food Services	Approved	862,401 of meals/snacks provided totalling $5.5 M 153,375 food allowances provided totalling $0.614 M	913,020 of meals/snacks provided totalling $5.7 M 42,872 food allowances provided totalling $0.322 M	942,051 of meals/snacks provided totalling $5.7 M 42,872 food allowances provided totalling $0.322 M	**1,060,914** of meals/snacks provided totalling **$6.3 M** **34,868** food allowances provided totalling **$0.266 M**
		Personal Needs Allowances	Approved	N/A as per budget submission, SSHA will not be providing PNA's in 2013	PNA taken out of the budget.		
		Personal Supports (Counselling, Housing Help services, Employment Support, Crisis Support, Daily Living Supports)	Approved	7,618 clients provided with supports	7,700 clients provided with supports	7,700 clients provided with supports	7,700 clients provided with supports
		Children's Supports	Approved	1,698 children supported	1,700 children supported	1,700 children supported	**1,990** children supported
		Nursing Care	Approved	An average of 410 individuals per day supported with on-site nursing/medical care			
	Community Agencies	Emergency Shelter funding	Approved	Funding for 2,650 beds to 46 providers for a total value of $49.0 M	Funding for 2,654 beds to 48 providers for a total value of $51.0 M	Funding for 2,734 beds to 49 providers for a total value of $53.2 M	Funding for **2,928** beds to **51** providers for a total value of **$57.5 M**
		Housing Help services inside shelters funding	Approved	Funding for 26 agencies provided for a total value of $4.8 M	Funding for 26 agencies provided for a total value of $4.8 M	Funding for 26 agencies provided for a total value of $5.8 M	Funding for **28** agencies provided for a total value of **$5.98 M**
		Rooming/Boarding House funding	Approved	Funding for 931 beds for a total value of $9.4 M	Funding for 931 beds for a total value of $10.1 M		
		Out of the Cold program funding	Approved		Funding for an average of 89 spots nightly or 598 unique spots at 16 locations for a total value of $.9 M	Funding for an average of 92 spots nightly or 627 unique spots at 17 locations for a total value of $.9 M	Funding for an average of **95** spots nightly or **667** unique spots at **16** locations for a total value of $.9 M
		Contract Administration	Approved	31 contracts administered for 2,650 beds at 47 sites	31 contracts administered for 2,654 beds at 48 sites	32 contracts administered for 2734 beds at 50 sites	32 contracts administered for **2928** beds at **53** sites
		Quality Assurance	Approved	57 quality assurance visits	57 quality assurance visits	57 quality assurance visits	**59** quality assurance visits
		Complaints Management	Approved	250 complaints handled	260 complaints handled	260 complaints handled	**222** complaints handled
		Central Intake	Approved	42,513 calls with 7,770 intakes	51,990 calls with 12,565 intakes	51,990 calls with 12,565 intakes	**58,000** calls with **11,000** intakes

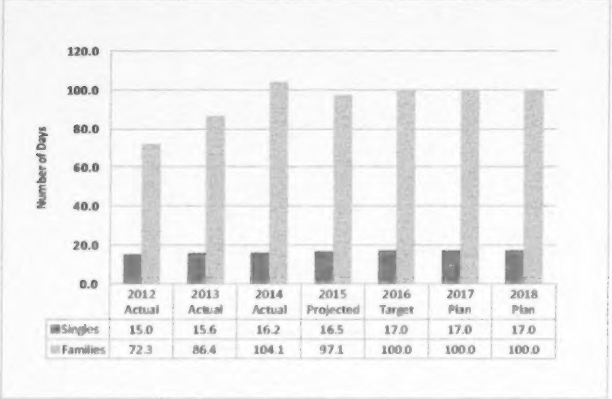
Activity	Type	Sub-Type	Status	Approved Service Levels			
				2013	2014	2015	2016
Provide Homeless & Housing Support in the Community	Community Agencies	Street Outreach funding	Approved	20 agencies funded with a total value of $4.7M	19 agencies funded with a total value of $3.2M	14 agencies funded with a total value of $4.4M	14 agencies funded with a total value of $4.4M
		Housing Follow-up funding	Approved	13 agencies funded with a total value of $2.6 M	13 agencies funded with a total value of $1.4M	10 agencies funded with a total value of $2.9M	10 agencies funded with a total value of $2.9M
		Housing Help services funding	Approved	52 agencies funded with a total value of $9.2 M	52 agencies funded with a total value of $8.5M	55 agencies funded with a total value of $10.1M	**46** agencies funded with a total value of **$8.7M**
		Drop-in funding	Approved	29 agencies funded with a total value of $3.4 M	29 agencies funded with a total value of $3.2M	30 agencies funded with a total value of $6.2M	**28** agencies funded with a total value of **$7.4M**
		Supports to Daily Living funding	Approved	11 agencies funded with a total value of $3.8 M	11 agencies funded with a total value of $3.9M	14 agencies funded with a total value of $4.9M	14 agencies funded with a total value of $4.9M
		Pre-employment Supports funding	Approved	13 agencies funded with a total value of $1.8 M	19 agencies funded with a total value of $0.9M	16 agencies funded with a total value of $2.6M	16 agencies funded with a total value of $2.6M
		Capital funding	Approved	49 agencies funded with a total value of $4.0 M	37 agencies funded with a total value of $8.9M	8 agencies funded with a total value of $0.5M	8 agencies funded with a total value of $0.5M
	Directly Operated:	Street Outreach	Approved	1,250 street outreach clients offered assistance	1,500 street outreach clients offered assistance	1,300 street outreach clients offered assistance	1,300 street outreach clients offered assistance
		Housing Follow-up	Approved	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months	150 Housing Follow-up Clients with an average length of support of 18 months
		Street Respite	Approved	1,460 clients using respite (not unique individuals)	2,400 clients using respite (not unique individuals)	2,500 clients using respite (not unique individuals)	2,500 clients using respite (not unique individuals)
		Shelter Referrals	Approved	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: 8,000 shelter referrals made from SHARC (not unique individuals)	Projection: **8,400** shelter referrals made from SHARC (not unique individuals)
		Transition to Housing Beds	Approved	200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)	200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)	200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)	200 clients using 40 available Transition to Housing Beds at SHARC (unique individuals)
		Pre-employment Supports	Approved	280 pre-employment clients will be assisted	280 pre-employment clients will be assisted	280 pre-employment clients will be assisted	280 pre-employment clients will be assisted
		Rent Reduction Notices to Tenants and Landlords	Approved	220,000 notices estimated for 2013	N/A Revenue Services are responsible for this. The budget was transferred to them in 2013		

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels with all changes highlighted in bold.

Most changes reflect annual volume and budget adjustments but a significant change is for the *Emergency Shelter Funding* activity for community agencies which shows a large increase in beds and funding due to the approved enhancements of 2015 which will be implemented in 2016.

Service Performance

Efficiency Measure – Emergency Shelter & Related Support Average Length of Stay per Admission Type



- The length of stay for singles has remained relatively stable over the years but the slight increase points to a shortage of affordable housing options for people with low income.
- The length of stay for families is expected to slightly decrease in 2015 and stabilize due to more affordable 2 to 3 bedroom options becoming available.

Table 2
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Housing Stability Policy & Strategic Investments	48,119.4	47,544.4	6.3	47,550.7	(568.6)	(1.2%)	416.0	**47,966.7**	(152.6)	(0.3%)	(766.5)	(1.6%)	(4.2)	(0.0%)
Provide Emergency Shelter & Related Support	135,224.9	132,951.7	(565.6)	132,386.1	(2,838.8)	(2.1%)	1,124.2	**133,510.3**	(1,714.6)	(1.3%)	249.9	0.2%	424.9	0.3%
Total Gross Exp.	183,344.3	180,496.2	(559.3)	179,936.9	(3,407.4)	(1.9%)	1,540.2	**181,477.1**	(1,867.3)	(1.0%)	(516.6)	(0.3%)	420.7	0.2%
REVENUE														
Housing Stability Policy & Strategic Investments	36,284.4	35,869.9	(20.0)	35,849.9	(434.5)	(1.2%)		**35,849.9**	(434.5)	(1.2%)	(800.0)	(2.2%)		
Provide Emergency Shelter & Related Support	76,200.4	74,035.2		74,035.2	(2,165.3)	(2.8%)		**74,035.2**	(2,165.3)	(2.8%)				
Total Revenues	112,484.8	109,905.1	(20.0)	109,885.1	(2,599.8)	(2.3%)		**109,885.1**	(2,599.8)	(2.3%)	(800.0)	(0.7%)		
NET EXP.														
Housing Stability Policy & Strategic Investments	11,835.0	11,674.5	26.3	11,700.8	(134.2)	(1.1%)	416.0	**12,116.8**	281.8	2.4%	33.5	0.3%	(4.2)	(0.0%)
Provide Emergency Shelter & Related Support	59,024.5	58,916.6	(565.6)	58,351.0	(673.5)	(1.1%)	1,124.2	**59,475.2**	450.7	0.8%	249.9	0.4%	424.9	0.7%
Total Net Exp.	70,859.5	70,591.1	(539.3)	70,051.8	(807.7)	(1.1%)	1,540.2	**71,592.0**	732.5	1.0%	283.4	0.4%	420.7	0.6%
Approved Positions	659.8	660.8		660.8	1.0	0.2%		**660.8**	1.0	0.2%				

The ***Homeless and Housing First Solutions*** service helps people who are homeless or at risk of homelessness to find and keep housing, and to provide emergency accommodation and related support services.

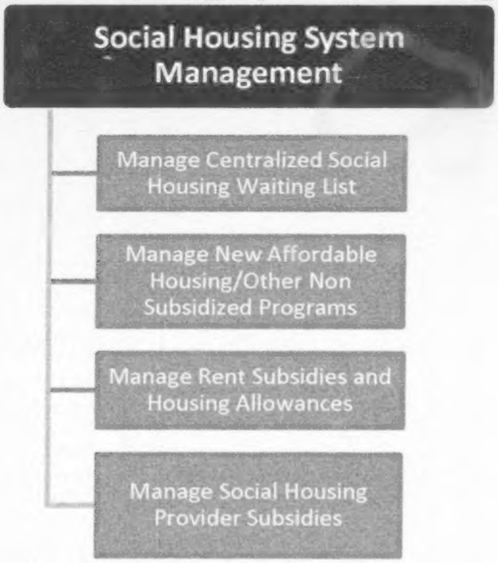
The *Homeless and Housing First Solutions* service's 2016 Operating Budget of $181.477 million gross and $71.592 million net is $0.733 million or 1.0% over the 2015 Approved Net Budget.

- Significant base budget pressures relate to the activity *Provide Emergency Shelter and Related Support* arise from an increase in occupancy pressure for motel services, primarily from the family sector, of $0.547 million and the final year loss of client maintenance fees of $0.473 million.
- Approved complement for this service represents 87% of the full program complement and as such the savings in salaries and benefits resulting from moving to position-based budgeting and

increasing the gapping rate by 0.7% were sizeable. Total savings related to salaries and benefits were $1.204 million.

- In order to meet the reduction target, additional savings were achieved from a line by line review and absorbing inflationary increases for hydro and water.
- New and enhanced services of $1.542 million net, specific to *Homeless and Housing First Solutions*, are for an enhanced cold-weather drop-in service, a 2% increase to purchase of service contracts and a Housing First pilot program which all support that Toronto Poverty Reduction strategy.
- The 2017 and 2018 Plan increases are attributable to salary and benefit adjustments which do not include COLA.

Social Housing System Management



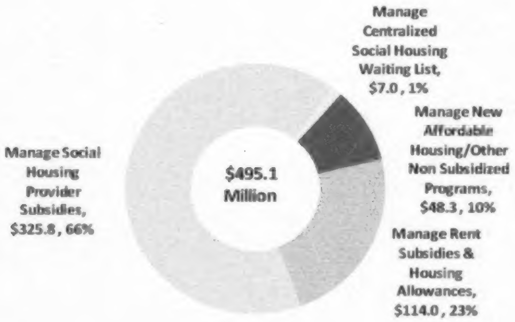
Social Housing System Management

- Manage Centralized Social Housing Waiting List
- Manage New Affordable Housing/Other Non Subsidized Programs
- Manage Rent Subsidies and Housing Allowances
- Manage Social Housing Provider Subsidies

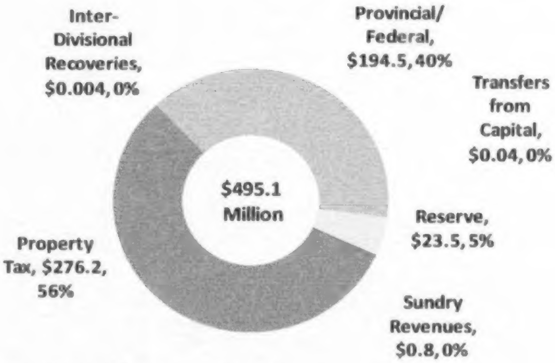
What We Do

- Administer contracts of the 240 community housing providers, including City-owned Toronto Community Housing.
- Fund the rent subsidies and housing allowances paid to housing providers as required under the *Housing Services Act*.
- Manage the centralized wait list for Social Housing
- Administer the funding for new affordable housing construction.

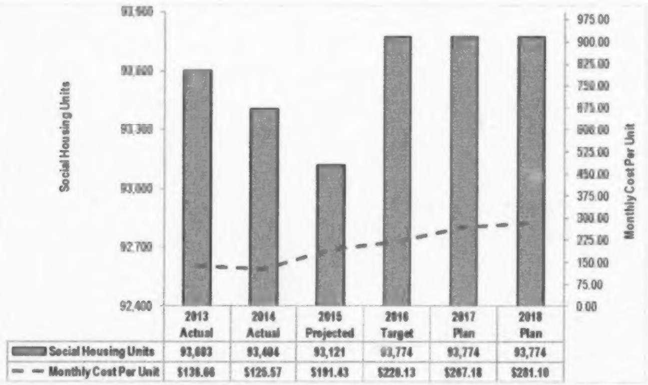
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Social Housing Units and Monthly Cost per Unit



	2013 Actual	2014 Actual	2015 Projected	2016 Target	2017 Plan	2018 Plan
Social Housing Units	93,683	93,404	93,121	93,774	93,774	93,774
Monthly Cost Per Unit	$138.66	$125.57	$191.43	$220.13	$267.18	$281.10

- The increases in Social Housing subsidy costs are due to cost factor increases and the loss of federal funding.
- The numbers of units are increasing in 2016 as new housing providers have been signed on to deliver new units.

2016 Service Levels

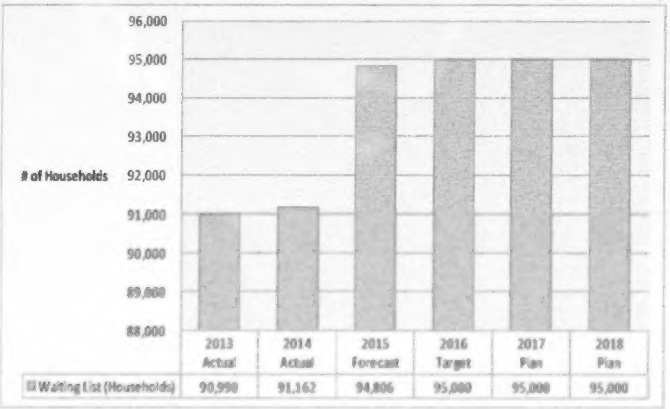
Social Housing System Management

Activity	Type	Sub-Type	Status	Approved Service Levels			
				2013	2014	2015	2016
Manage Social Housing Provider Subsidies	Co-op Housing Subsidy		Approved	funding for 7,448 units in 68 providers for a total value of $57.7 M	funding for 7,429 units in 68 providers for a total value of $52.7 M	funding for 7,429 units in 68 providers for a total value of $55.4 M	funding for 7,429 units in 68 providers for a total value of **$57.6 M**
	Non-Profit Housing Subsidy		Approved	funding for 19,756 units in 157 providers for a total value of $117.8 M	funding for 20,801 units in 156 providers for a total value of $112.7 M	funding for 20,356 units in 156 providers for a total value of $111.7 M	funding for **20,108** units in **154** providers for a total value of $**112.1** M
	Municipal Corporation Housing Subsidy (TCH)		Approved	funding for 59,753 units in 1 provider for a total value of $312.9 M	funding for 58,925 units in 1 provider for a total value of $251.1 M	funding for 59,148 units in 1 provider for a total value of $233.1 M	funding for **58,912** units in 1 provider for a total value of **$232.3 M**
Manage Centralized Social Housing Waiting List			Approved	83,681 Households	88,891 Households	95,732 Households	95,732 Households
Manage Rent Subsidies and Housing Allowances	Rent Supplements	Private Landlords	Approved	funding for 2,685 units for a total value of $24.0 M	funding for 2,671 units for a total value of $24.4 M	funding for 2,602 units for a total value of $24.9 M	funding for **2,666** units for a total value of $**25.8** M
		Non-Profit Housing	Approved	funding for 976 units for a total value of $8.7 M	funding for 974 units for a total value of $8.7 M	funding for 917 units for a total value of $8.8 M	funding for **979** units for a total value of **$9.1** M
	Housing Allowances	Private Landlords	Approved	funding for 868 units for a total value of $.72 M	Program ended in 2013		
		Non-Profit Housing	Approved	funding for 141 units for a total value of $0.07 M. * STRSP allowances are provided to market households in units already counted under Non-Profit units of administration.	Program ended in 2013		
Manage New Affordable Housing & Other Non Subsidized Programs	Privately Owned		Approved	16 Contracts administered totalling 1,891 units	17 Contracts administered totalling 2,039 units	16 Contracts administered totalling 1,921 units	**20** Contracts administered totalling **2,362** units
	Non-Profit Owned		Approved	48 Contracts administered totalling 1,000 units	50 Contracts administered totalling 1,042 units	50 Contracts administered totalling 1,005 units	**57** Contracts administered totalling **1,318** units
	Affordable Home Ownership		Approved	5 Contracts administered totalling 582 units	5 Contracts administered totalling 582 units	13 Contracts administered totalling 1,200 units	**14** Contracts administered totalling **491** units

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Social Housing System Management, although there are annual fluctuations in volumes and budgets as highlighted in bold.

Service Performance

Output Measure – Number of Households on the Social Housing Waiting List



- Although the wait list trend has been steadily rising, it is expected to increase slightly in 2016 and level off due to several initiatives that are underway in SSHA, such as housing allowances and the merging of the waiting list function.
- Further, the number of affordable housing units created in 2016 and beyond is expected to increase with new initiatives underway.

Table 3
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Manage Centralized Social Housing Waiting List	2,094.5	7,031.4	(17.2)	7,014.3	4,919.8	234.9%		7,014.3	4,919.8	234.9%	0.0	0.0%	(28.9)	(0.4%)
Manage New Affordable Housing/Other Non Subsidized Programs	38,612.8	48,366.3	(19.7)	48,346.6	9,733.9	25.2%		48,346.6	9,733.9	25.2%	(18,726.5)	(38.7%)	(2,993.8)	(10.1%)
Manage Rent Subsidies & Housing Allowances	112,333.9	112,042.3	(19.7)	112,022.6	(311.3)	(0.3%)	1,954.5	113,977.1	1,643.2	1.5%	(92.5)	0.1%	1,182.4	1.0%
Manage Social Housing Provider Subsidies	326,023.8	321,504.9	(21.5)	321,483.4	(4,540.4)	(1.4%)	4,270.5	325,753.9	(269.9)	(0.1%)	9,901.8	3.0%	2,929.6	0.9%
Total Gross Exp.	479,065.0	488,945.0	(78.1)	488,866.9	9,801.9	2.0%	6,225.0	495,091.9	16,026.9	3.3%	(8,917.1)	(1.8%)	1,089.4	0.2%
REVENUE														
Manage Centralized Social Housing Waiting List														
Manage New Affordable Housing/Other Non Subsidized Programs	36,780.5	46,517.4		46,517.4	9,736.9	26.5%		46,517.4	9,736.9	26.5%	(18,726.4)	(40.3%)	(2,966.0)	(10.7%)
Manage Rent Subsidies & Housing Allowances	73,733.7	66,973.4	2,750.0	69,723.4	(4,010.3)	(5.4%)	750.0	70,473.4	(3,260.3)	(4.4%)	(6,938.1)	(9.8%)	(2,259.5)	(3.6%)
Manage Social Housing Provider Subsidies	117,927.5	90,573.7	11,325.3	101,899.0	(16,028.4)	(13.6%)		101,899.0	(16,028.4)	(13.6%)	(21,342.5)	(20.9%)	(8,011.1)	(9.9%)
Total Revenues	228,441.6	204,064.5	14,075.3	218,139.8	(10,301.8)	(4.5%)	750.0	218,889.8	(9,551.8)	(4.2%)	(47,007.0)	(21.5%)	(13,236.6)	(8.3%)
NET EXP.														
Manage Centralized Social Housing Waiting List	2,094.5	7,031.4	(17.2)	7,014.3	4,919.8	234.9%		7,014.3	4,919.8	234.9%	0.0	0.0%	(28.9)	(0.4%)
Manage New Affordable Housing/Other Non Subsidized Programs	1,832.3	1,848.9	(19.7)	1,829.2	(3.0)	(0.2%)		1,829.2	(3.0)	(0.2%)	(0.0)	0.0%	(27.8)	(1.5%)
Manage Rent Subsidies & Housing Allowances	38,600.3	45,068.9	(2,769.7)	42,299.2	3,698.9	9.6%	1,204.5	43,503.7	4,903.4	12.7%	6,845.6	15.7%	3,442.0	6.8%
Manage Social Housing Provider Subsidies	208,096.4	230,931.2	(11,346.9)	219,584.4	11,488.0	5.5%	4,270.5	223,854.9	15,758.5	7.6%	31,244.3	14.0%	10,940.7	4.3%
Total Net Exp.	250,623.3	284,880.5	(14,153.4)	270,727.0	20,103.7	8.0%	5,475.0	276,202.0	25,578.7	10.2%	38,089.9	13.8%	14,326.0	4.4%
Approved Positions	97.5	96.9		96.9	(0.6)	(0.6%)		96.9	(0.6)	(0.6%)				

The ***Social Housing System Management Service*** manages the social housing programs in the City of Toronto to ensure the ongoing viability of existing social housing and to improve the quality of life for tenants.

The Social Housing System Management Service's 2016 Operating Budget of $495.092 million gross and $276.202 million net is $25.579 million or 10.2% over the 2015 Approved Net Budget.

- Significant base budget pressures for this service are driven from the loss in federal funding of $8.964 million due to operating agreement expiries, legislated cost drivers for social housing and the reversal of the 2015 contribution of $25.636 million from the Social Housing Reserves which was used to fund previous years' social housing cost increases.
- The above pressures have been partially offset through an increased draw for administration of the IAH Program of $1.575 million and a draw from the Social Housing Reserves of $12.500 million to help with increasing social housing costs.
- New funding of $5.475 million is provided to TCHC to implement some of the recommendations from the Mayor's Task Force and enhanced funding of $0.750 million gross and $0 net is included to provide rent supplements for government supported Syrian Refugees.
- The 2017 and 2018 Plan increases include the annual indexing of the subsidy to housing providers to be in compliance with the *Housing Services Act*, with $4.323 million required in 2017 and $6.035 million in 2017. To maintain 2016 service levels, the City must fund the loss in Federal funding of $14.294 million in 2017 and $9.737 million in 2018 from the expiry of operating agreements on properties under administration.

EXIT
SOCIAL HOUSING IN TORONTO

Shelter, Support Housing Administration

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Shelter, Support and Housing Administration (SSHA) is primarily responsible for maintaining the City's 16 owned and operated/ leased facilities in a state of good repair for the delivery of shelter services.

The 10-Year Capital Plan includes funding to conclude Phase 1 of the George Street Revitalization (GSR) project by developing a proposed delivery model with refined cost estimates. The recommended model and procurement options will be presented for Council approval in June/July 2016.

Funding of $69.578 million initially approved for Seaton House Shelter will be directed towards funding costs for the larger GSR project subject to Council approval.

The 10-Year Capital Plan also provides funding to acquire a new shelter facility and modernize 389 Church Street. Securing facilities will provide future stability in the shelter system and help to mitigate the risk of losing shelter sites due to providers experiencing operational challenges.

Funding of $12.500 million is dedicated to the capital maintenance program to support infrastructure upgrades and major maintenance in the City-operated shelter locations.

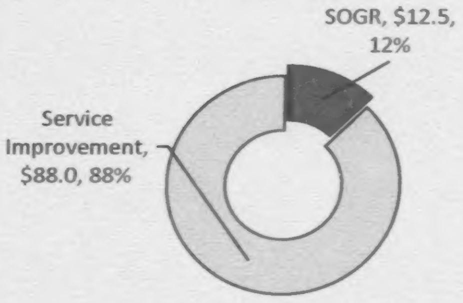
2016 Capital Budget Highlights

The 2016 Capital Budget for Shelter, Support and Housing Administration of $18.009 million, excluding carry forward funding, will:

- ✓ Provide funding to continue the capital maintenance program for the ongoing repairs in the City's 16 shelter sites;
- ✓ Continue project management and architecture service for the George Street Revitalization (GSR) Project until June 2016;
- ✓ Provide funding for transition costs and shelter redevelopment for Phase 2 of the GSR project if approved by Council in 2016;
- ✓ Continue negotiations, including a down payment, for a new shelter location; and
- ✓ Begin renovations at 389 Church Street, which is owned by Toronto Community Housing Corporation.

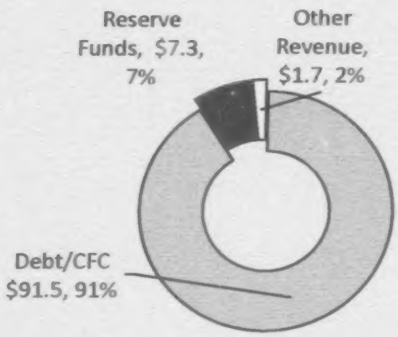
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$100.516 Million

2016-2025 Capital Budget and Plan by Funding Source



$100.516 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $100.516 million provides funding for:

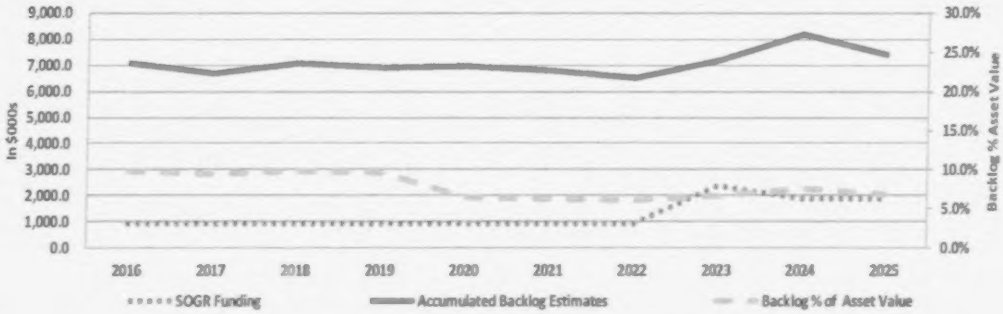
- State of Good Repair (SOGR) projects that support the SOGR in the 16 City owned and leased shelter facilities.
- Service Improvements to the shelter system by providing:
  - Project management and architectural services to continue to support the development of project delivery model and program cost estimates for George Street Revitalization (GSR) project until June;
  - Funding for the redevelopment costs associated with Phase 2 of the GSR project, contingent upon Council approval; and
  - Funding to secure locations for existing Shelter operators to provide stability in the system and to create affordable and transitional housing.

Where does the money come from?

- New debt funding of $91.478 million or 91% of total funding, meets the debt target guidelines over the 10-Year planning period;
- Reserve Funding of $7.300 or 7% will be provided from Land Acquisition Reserve Fund; and
- Other Revenues are Section 37 funding of $1.738 million or 2% to fund the 389 Church.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $12.500 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 9.9% in 2016 to

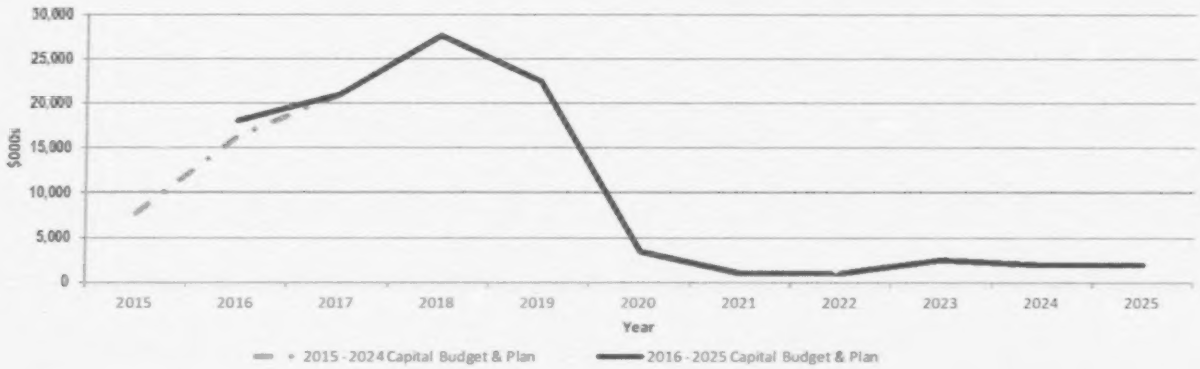


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $4.086 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $4.086 million or 3.9% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	7,724	16,271	21,032	27,602	22,449	3,424	900	900	2,400	1,900		104,602
2016 - 2025 Capital Budget & Plan		18,009	21,032	27,602	22,449	3,424	900	900	2,400	1,900	1,900	100,516
Change %		10.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(3.9%)
Change $		1,738	0	0	0	0	0	0	0	0		(4,086)

As made evident in the chart above, the $4.086 million decrease in the Capital Program reflects maintaining the same funding levels for the capital maintenance program over the 10 years, and the completion of service improvement projects in 2020.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically $1.738 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Shelter, Support and Housing Administration's capital projects based on the following factors:

- Council directed priorities that were referred to the budget process.
- Project readiness to proceed.

The following table details the capital projects, by category, included within the 2016 – 2025 Capital Budget and Plan for Transportation Services:

Table 1
Summary of Capital Plan by Project Category (In $000s)

$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	7,724	16,271	21,032	27,602	22,449	3,424	900	900	2,400	1,900		**96,878**
2016 - 2025 Capital Budget & Plan		18,009	21,032	27,602	22,449	3,424	900	900	2,400	1,900	1,900	**98,616**
Capital Budget & Plan Changes (2016 - 2024)		1,738	-	-	-	-	-	-	-	-		**1,738**

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
Previously Approved													
George Street Revitalization Planning and Project Management	31,015	(3,327)	(3,692)	(3,692)	(3,692)	(2,524)					(16,927)		14,088
Seaton House Redevelopment	61,451	(10,714)	(16,440)	(16,440)	(17,857)						(61,451)		-
Total Previously Approved	92,466	(14,041)	(20,132)	(20,132)	(21,549)	(2,524)					(78,378)		14,088
New													
389 Church		6,138	4,400								10,538		10,538
George Street Revitalization Phase 2		9,641	15,732	20,132	21,549	2,524					69,578		69,578
Total New		15,779	20,132	20,132	21,549	2,524					80,116		80,116
Total Changes		**1,738**									**1,738**		**94,204**

Significant Capital Project Changes in Shelter, Support and Housing Administration:

Cash flow funding for the following previously approved capital projects have been adjusted based on historical spending rates, capacity and expected progress and completion of the projects, as outlined below:

- *George Street Revitalization (GSR) – Planning and Project Management* – The project cost has been reduced to include funding for project management and architectural services from February to June ($0.600 million), to keep the project moving until a decision for Phase 2 of the project is made by Council. The remaining funding has been moved to *GSR Phase 2*, to provide funding for the transition and redevelopment costs of the larger GSR project, if the project is approved by Council in 2016.

- *Seaton House Redevelopment* - In 2015, the estimated cost of only the shelter redevelopment portion of the GSR was included in the 10-Year Capital Plan ($78.798 million). As the project delivery method, implementation and subsequent costs are still to be determined and Council approval of the project and additional funding is outstanding, $8.8 million of this funding has been reallocated to the 389 Church Street project, which was referred to the 2016 Budget process, with the remainder moved into the *GSR Phase 2* project.

New projects totalling $80.116 million have been added to the 2016 – 2025 Capital Plan:

- *389 Church Street*– $8.8 million of funding has been reallocated from the previously approved *Seaton House Redevelopment* and $1.7 million in Section 37 funding has been added to renovate and modernize 389 Church Street to address affordable permanent housing by creating 110 self-contained rental units and to be used for transitional housing and shelter services for women and children from the WoodGreen Red Door Shelter and the YWCA Beatrice House.

George Street Revitalization Phase 2 - $69.578 million of funding has been directed from the previously approved *GSR Planning and Project Management* and *Seaton House Redevelopment* project towards project management, transition and redevelopment costs for the larger George Street Revitalization which is subject to Council approval in 2016 and the required additional funding for the project is available. Council at its meeting of November 3, 4, 2015, endorsed the delivery of a 600,000 sq. ft. multi-purpose facility envisioned to include an emergency shelter program, long-term care home facility, transitional assisted living, affordable housing and a community service hub through the report (EX9.6) "*George Street Revitalization – Recommended Scope and Approach*".

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

Projects	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Shelter Land Acquistion					(84.0)						(84.0)		(84.0)	
New Projects - Future Years														
*George Street Revitalizaiton - Phase 2**														
Total (Net)					**(84.0)**						**(84.0)**		**(84.0)**	

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $0.084 million net over the 2016 – 2025 period, as shown in the table above.

This is comprised of savings from the following capital project:

- *Shelter Land Acquisition* – Savings of $0.084 million is expected from reduced funding required for a purchase of service from a non-profit shelter operator as they will no longer be required to pay lease costs at their new site.
- The table excludes any operating impacts that will result from the George Street Revitalization (GSR) project estimated at $9.061 million and 34.6 FTEs which may occur in 2017, 2018 or both.
  - These costs are conditional upon approval of Phase 2 of the GSR project and the timing will depend on when demolition and construction will begin.
  - The estimated operating impact is made up of additional staffing ($2.383 million) and operating costs ($0.489 million) to run two new permanent shelters and two leased temporary shelters ($1.5 million in lease costs) as well as $3.412 million for new purchase of service agreement for 150 units of supportive housing and contracted services of $1.277 million for Housing help and follow up staff.
- These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Operating impacts for the GSR project will be part of the report going forward for Council's approval of the GSR project delivery method and refined capital cost estimate in June/July

Toronto Employment and Social Services

2016 OPERATING BUDGET OVERVIEW

Toronto Employment and Social Services (TESS) manages the third largest social assistance delivery system in Canada. TESS provides employment services, financial assistance and social supports to Toronto residents to strengthen their social and economic well-being in their communities.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $1,099.305 million gross and $136.168 million net as shown below.

	2015		Change	
(in $000's)	Approved	2016 Budget	$	%
Gross Expenditures	1,113,252.9	1,099,305.1	(13,947.8)	(1.3%)
Gross Revenues	956,823.6	963,136.6	6,312.9	0.7%
Net Expenditures	**156,429.2**	**136,168.51**	**(20,260.7)**	**(13.0%)**

Savings from child benefits restructuring, caseload reduction and the upload of Ontario Works (OW) financial benefits has helped offset the Program's base budget pressures, mainly due to increases in salary and non-payroll expenditures and legislated OW rate changes.

Fast Facts

- TESS is the 3rd largest social assistance (SA) delivery system in Canada with 19 Employment Centres (EC).
- TESS contracts with 60 community agencies and organizations across the City to deliver a broad range of employment programs.
- TESS leads the implementation of the City's Workforce Development Strategy, which aims to assist employers to address their workforce challenges and actively support job seekers to compete in the labour market
- Assessed 50,000 applications for OW.
- Assisted 18,924 OW clients find work.
- 222,317 clients visited Employment Centres.
- 40,000 participants are enrolled in employment readiness programs.

2016 Operating Budget Highlights

- The 2016 Operating Budget for TESS of $1,099.3 million in gross expenditures provides funding for 3 services, Employment Services, Financial Supports and Integrated Case Management and Service Planning.
- The Program has achieved the budget target of a 1% decrease from the 2015 Approved Budget through the following measures :
  - ✓ The identification of sustainable, on-going savings - line by line reductions ($0.673 million net);
  - ✓ Savings due to lower caseload ($2.309 million net).

2015 Key Service Accomplishments

In 2015, Toronto Employment and Social Services accomplished the following:

- Managed an average monthly caseload of 89,750.
- Assessed over 50,000 applications for Ontario Works (OW).
- Issued $814.9 million in total benefits an increase from $805.7 million in 2014.
- Put in place approximately 175,000 individual service plans.
- Supported 18,924 clients to either exit OW for employment or start a job placement while on assistance.
- Exceeded target of doubling the number of PAYE employers (target 80) and youth participants (target 1,000). As of August 2015, PAYE has 116 employer partners, 1,595 participating youth with over 700 youth finding work.
- Implemented an enhanced Purchase of Employment Services (POES) Program with intensified programming focused on multi-barriered clients. Over 60 service providers will offer more than 100 different programs. In 2015, it is anticipated that approximately 3,000 individuals in receipt of Ontario Works will benefit from participation in these programs.
- Co-led the development of the TO Prosperity: Interim Poverty Reduction Strategy with SDF&A
- Led the development of the City's Work Based Learning Strategy
- Expanded Workforce Development Week to Workforce Development Month (October 2015) which includes more than 35 employment focused events to support a range of job seekers such as youth, newcomers, mature workers and people with disabilities.
- Working with the Province and other municipalities to identify and improve performance and minimize client impacts of the new provincial technology - Social Assistance Management System (SAMS).
- Through the City's Human Services Integration (HSI) initiative, working in collaboration with Children's Services and Shelter, Support & Housing, to design a new approach for income support programs focused on improving service integration and streaming common intake functions.

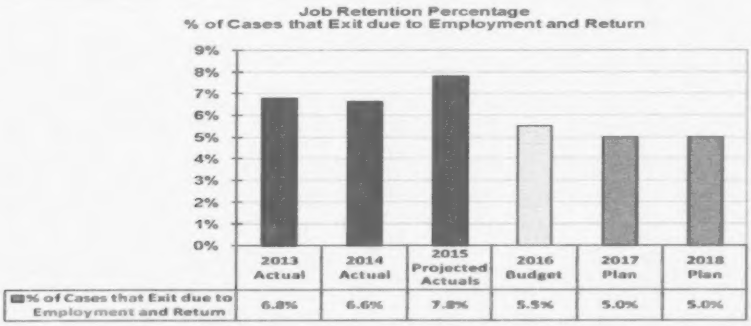
Our Service Deliverables for 2016

Toronto Employment and Social Services (TESS) offers financial assistance for basic needs like shelter, food, clothing and health related items for clients and their families. In addition, it provides employment assistance such as one on one service planning, and skills and job-specific training. The 2016 Operating Budget will:

- Manage an average caseload of 90,000 and assist 27,000 unemployed City residents find and/or sustain employment;
- Increase the profile of the City's Workforce Development Initiatives such as Partnership to Advance Youth Employment (PAYE), ongoing career management and referral to employment services programs and training, and leveraging employment centres to provide employment services to low income residents.
- Enable TESS to lead the City's Youth Employment Action Plan, focused on increasing work-based learning opportunities for Toronto youth (18-29);
- Ensure high quality employment service plans are in place for all clients;
- Support the continued implementation of key City strategies:
  - Toronto Youth Equity Strategy
  - Strong Neighbourhood 2020 Strategy
  - Newcomer Strategy
  - Collaborating for Competitiveness

Trends

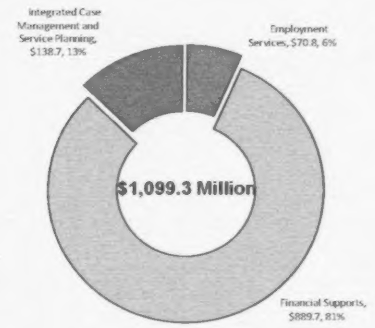
- Cases that exit to employment and return have increased from 6.6% in 2014 to 7.8% in 2015.
- The percentage of clients that return to OW after leaving for employment are projected to steadily decline over the next three years due to a range of responsive employment service strategies available to OW clients that will allow them to realize their career goals and transition to sustainable employment.
- On an average, OW clients are on assistance for more than 2 years.


Job Retention Percentage
% of Cases that Exit due to Employment and Return

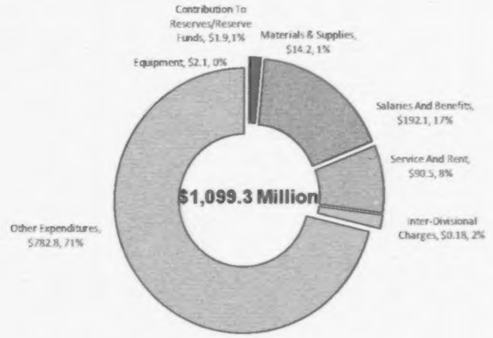
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

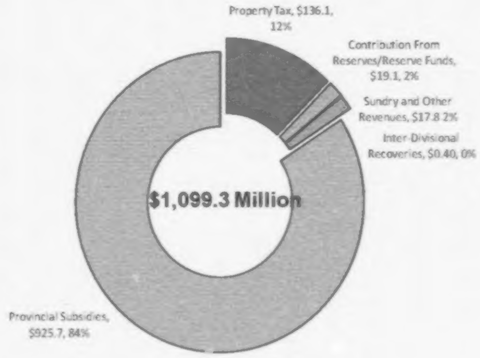


2016 Budget by Expenditure Category



Where the money comes from:

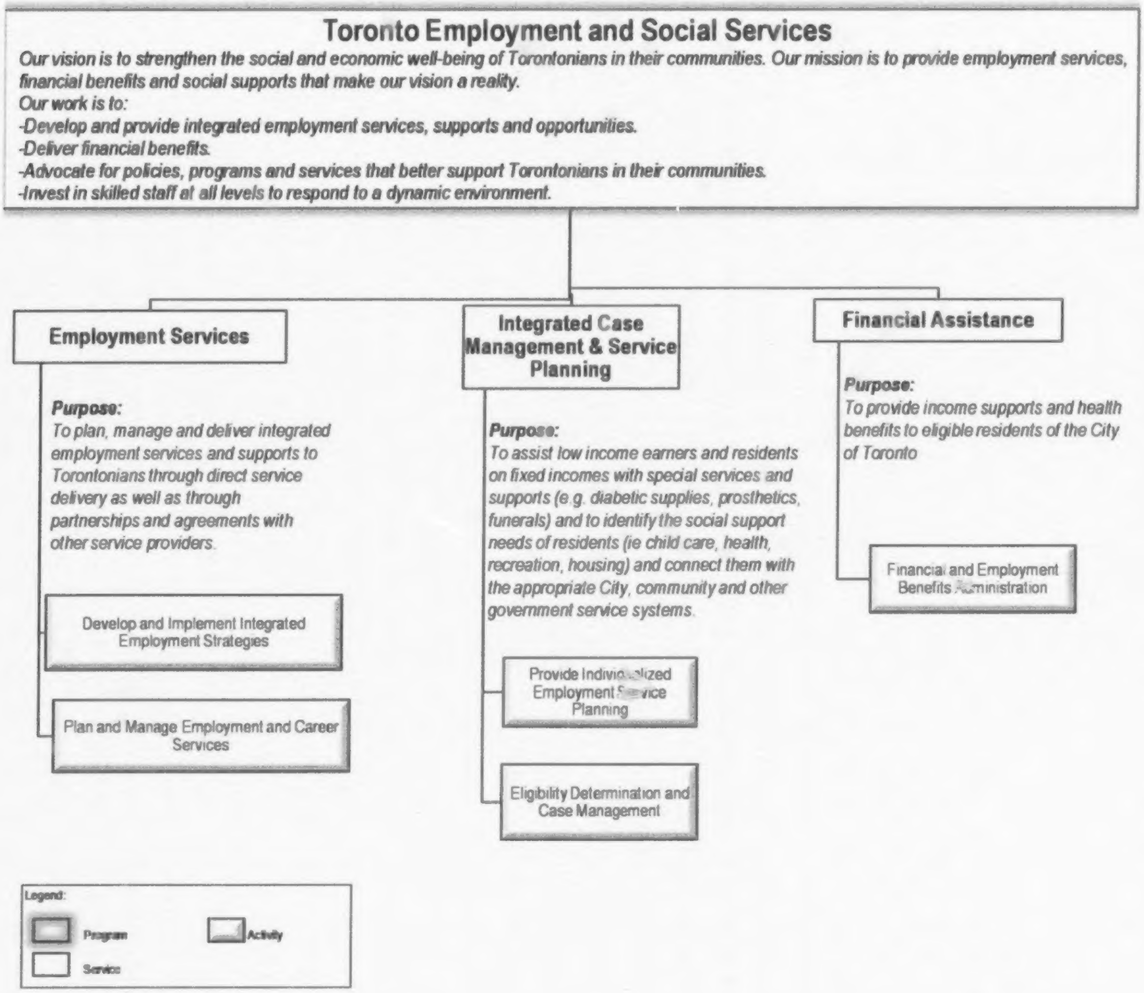
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **The Social Assistance Management System (SAMS) continues to pose challenges for the Program.**
  - ✓ The 2016 Operating Budget includes one-time funding of $5.463 million gross funded from the Ontario Works Reserve to add 66 temporary positions.
  - ✓ TESS will continue to work closely with the Province through various working groups to identify system related issues and work towards solutions and improve SAMS.
  - ✓ Advocate with the Province to adjust the program delivery funding model to address the additional work required to deliver the OW program in the post-SAMS world.
- Reducing length of stay on social assistance
  - ✓ Continue to advance the City's Workforce Development Strategy by connecting job seekers to employers and job opportunities arising from local and City-wide initiatives.
  - ✓ Expand the Partnership to Advance Youth Employment (PAYE) program.
  - ✓ Provide consultation and support to 265,000 Employment Centre visits.

Program Map



Toronto Employment and Social Services
Employment Services
Integrated Case Management & Service Planning
Financial Assistance
Develop and Implement Integrated Employment Strategies
Plan and Manage Employment and Career Services
Provide Individualized Employment Service Planning
Eligibility Determination and Case Management
Financial and Employment Benefits Administration
Legend:
Program
Activity
Service

Our vision is to strengthen the social and economic well-being of Torontonians in their communities. Our mission is to provide employment services, financial benefits and social supports that make our vision a reality.

Our work is to:

-Develop and provide integrated employment services, supports and opportunities.
-Deliver financial benefits.
-Advocate for policies, programs and services that better support Torontonians in their communities.
-Invest in skilled staff at all levels to respond to a dynamic environment.

Employment Services

Purpose:
To plan, manage and deliver integrated employment services and supports to Torontonians through direct service delivery as well as through partnerships and agreements with other service providers.

Integrated Case Management & Service Planning

Purpose:
To assist low income earners and residents on fixed incomes with special services and supports (e.g. diabetic supplies, prosthetics, funerals) and to identify the social support needs of residents (ie child care, health, recreation, housing) and connect them with the appropriate City, community and other government service systems.

Financial Assistance

Purpose:
To provide income supports and health benefits to eligible residents of the City of Toronto

Service Customer

Employment Services

- Low income Toronto Residents
- Unemployed & under-employed Toronto Residents
- Ontario Works (OW) Program Recipients and Adult Dependants
- Ontario Disability Support Program (ODSP) Program Recipients and Adult Dependants
- Community Agencies and Networks
- Employers
- Provincial Ministries (Ministry of Community & Social Services, Ministry of Training, Colleges and Universities, Ministry of Citizenship and Immigration)
- Service Canada
- Other City divisions / Agencies

Financial Assistance

- Ontario Works (OW) Program Participants and Dependants
- Ontario Disability Support Program (ODSP) Program Participants and Dependants
- Ministry of Community & Social Services

Social Supports

- Low-Income Residents, including seniors and youth
- Ontario Works (OW) Program Participants and Dependants
- Ontario Disability Support Program (ODSP) Program Participants and Dependants
- Ministry of Community & Social Services
- Other City divisions / Agencies
- Community Agencies

Table 1

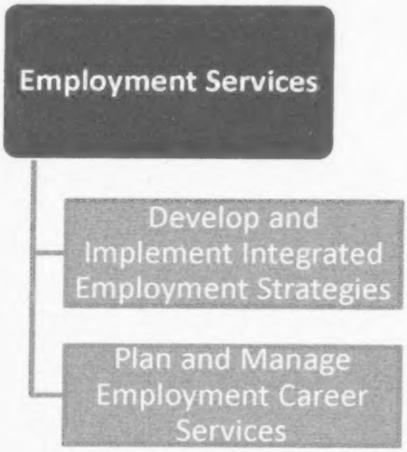
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget			2016 vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Employment Services											
Gross Expenditures	71,580.1	66,599.0	69,751.5	1,075.8	70,827.3	(752.8)	(1.1%)	(779.1)	(1.1%)	237.4	0.3%
Revenue	52,314.2	49,867.1	51,392.0	775.8	52,167.8	(146.4)	(0.3%)	(379.6)	(0.7%)	399.3	0.8%
Net Expenditures	19,265.8	16,731.9	18,359.5	300.0	18,659.5	(606.4)	(3.1%)	(399.5)	(2.1%)	(162.0)	(0.9%)
Financial Supports											
Gross Expenditures	907,953.3	861,822.9	889,339.6	377.0	889,716.5	(18,236.7)	(2.0%)	808.8	0.1%	(2,220.6)	(0.2%)
Revenue	822,651.5	781,870.2	825,270.0	377.0	825,647.0	2,995.6	0.4%	21,540.5	2.6%	21,388.9	2.5%
Net Expenditures	85,301.8	79,952.7	64,069.5	(0.0)	64,069.5	(21,232.3)	(24.9%)	(20,731.8)	(32.4%)	(23,609.4)	(54.5%)
Integrated Case Management and Service Planning											
Gross Expenditures	133,719.6	131,080.7	134,450.7	4,310.5	138,761.2	5,041.7	3.8%	(4,286.8)	(3.1%)	915.6	0.7%
Revenue	81,858.0	83,522.6	81,011.2	4,310.5	85,321.7	3,463.8	4.2%	(4,355.7)	(5.1%)	70.8	0.1%
Net Expenditures	51,861.6	47,558.1	53,439.5	0.0	53,439.5	1,577.9	3.0%	68.9	0.1%	844.8	1.6%
Total											
Gross Expenditures	1,113,252.9	1,059,502.6	1,093,541.8	5,763.3	1,099,305.1	(13,947.8)	(1.3%)	(4,257.2)	(0.4%)	(1,067.6)	(0.1%)
Revenue	956,823.6	915,259.9	957,673.3	5,463.3	963,136.6	6,312.9	0.7%	16,805.2	1.7%	21,859.0	2.2%
Total Net Expenditures	156,429.2	144,242.7	135,868.5	300.0	136,168.5	(20,260.7)	(13.0%)	(21,062.4)	(15.5%)	(22,926.6)	(19.9%)
Approved Positions	2,091.1	2,044.0	2,053.9	66.0	2,119.9	28.9	1.4%	(66.0)	(3.1%)	(0.0)	0.0%

The Toronto Employment and Social Services' 2016 Operating Budget is $1,099.3 million gross and $136.168 million net, representing a 13% decrease from the 2015 Approved Net Operating Budget that significantly exceeds the -1% reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to non-union step and merit increases, non-salary inflationary increases and Ontario Works (OW) legislated rate increases.
- The above pressures were mainly offset by savings related to the reduction in average caseload (3,500 cases) from 2015 levels, the integration of Children's Dental Program under the Healthy Smiles Ontario banner, reduced contribution to the National Child Benefit Supplement (NCBS) reserve fund and base budget reductions following line by line review of accounts.
- Other base adjustments include revenue changes of $22.064 million which reflect OW benefit upload savings, offset by lower program delivery funding envelope for the two year OW business cycle that commenced on April 1st, 2015.
- Toronto Pooling Compensation phase out revenue loss is $11.800 million, of which $6.800 million is in TESS's 2016 budget. The accelerated portion of the phase-out, $5.0 million, has been transferred to the Non-Program Revenue Budget.
- The 2016 Operating Budget includes funding of $5.463 million for an enhanced priority to add 66 additional temporary caseworkers 100% funded from a draw from the Ontario Works reserve to maintain service levels due to operational challenges with the Social Assistance Management System (SAMS) and funding of $0.3 million to continue the Employment Program for Single Parents and to pilot providing additional support for other initiatives such as the Partnership to Advance Youth Employment (PAYE) and the Job Incentive Program (JIP) as well as provide enhanced dental service to OW recipients.
- The 2016 Operating Budget will result in Toronto Employment and Social Services increasing its total staff complement by 29 positions from 2,091 to 2,120.
- The 2017 and 2018 Plans reflect inflationary increases for non-union salary adjustments and non payroll expenditures. The base pressures are expected to be more than offset by OW benefit upload savings from the continuing provincial uploading and lower contributions to the NCBS reserve fund.

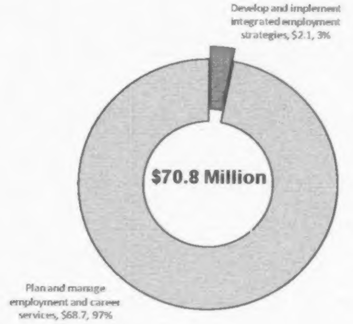
Employment Services


Employment Services
Develop and Implement Integrated Employment Strategies
Plan and Manage Employment Career Services

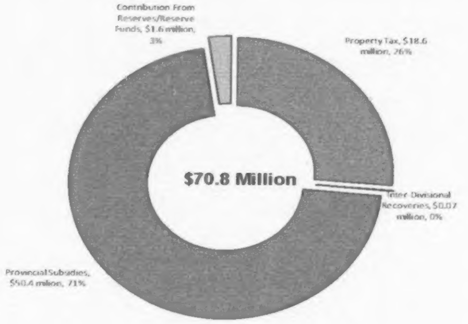
What We Do

- Plan, manage and deliver employment services.
- Provide employment services to city residents and employers in partnership with community agencies.
- Work with other governments to create an integrated employment service system for the City.

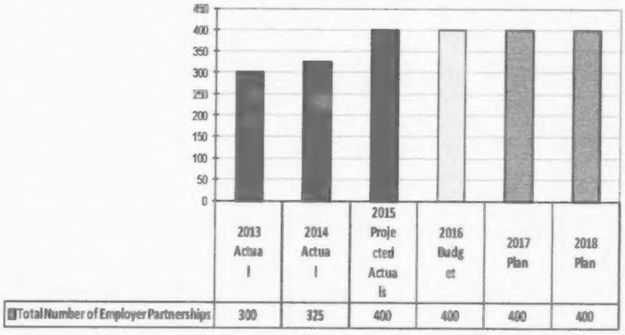
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Annual number of employer partnerships



	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Budget	2017 Plan	2018 Plan
Total Number of Employer Partnerships	300	325	400	400	400	400

- The number of employer partnerships in 2015 is projected to increase from 2014 levels in order to advance the Workforce Development Strategy.
- In the next 3 years, 2015 levels are expected to be maintained.

2016 Service Levels

Employment Services

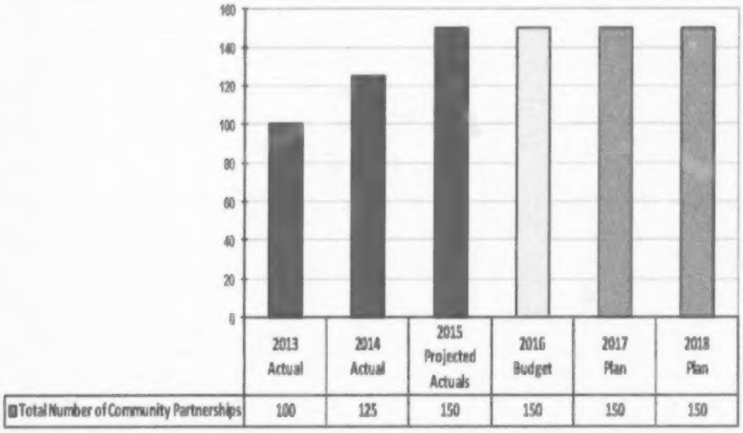
Service Levels						
Activity	**Type**	**Status**	**2013**	**2014**	**2015**	**2016**
Develop and Implement Integrated Employment Strategies	Coordinated and accessible employment service system that meets the needs of employers, residents and communities.	Approved	Initiate implementation of plan	Continue implementation of plan	Discontinued	
	# of workforce development projects and initiatives that connect employers and job seekers	Approved	Ongoing implementation of 13 designated initiatives	23 employment initiatives	23 employment initiatives	23 employment initiatives
	# of employers with job opportunities	Approved	Provide a range of recruitment services from job matching to job fairs with 200 individual employers	Provide a range of recruitment services from job matching to job fairs with 400 individual employers	Provide a range of recruitment services from job matching to job fairs with 400 individual employers	Provide a range of recruitment services from job matching to job fairs with 400 individual employers
	Local Employment Service Plans	Approved	Continue implementation of 18 local employment service plans	Continue implementation of 18 local employment service plans	Discontinued	
	Government Partnerships; Interdivisional partnerships;	Approved	Continue existing inter-governmental planning and co-ordination groups	Continue existing inter-governmental planning and co-ordination groups	Discontinued	
Plan and Manage Employment and Career Services	External training program and employment placements (Private Sector and Non-Profit) to increase job prospects and employment	Approved	30,000 people attend education / upgrading programs	38,700 people attend education / upgrading programs	Discontinued	
	# of OW recipients participating in a structured employment related activity	Approved			47,500 clients	47,500 clients
	# of employment centre service visits	Approved	214,200 visits to employment centres	255,000 visits to employment centres	260,000 visits to employment centres	**265,000 visits to employment centres**
	% of OW clients who left for employment and accessed extended employment health benefits	Approved	700 cases per month receive extended employment health benefits	700 cases per month receive extended employment health benefits	11% of eligible recipients receive extended employment health benefits	11% of eligible recipients receive extended employment health benefits
	# of PAYE Employers Offering Jobs to Youth	**New**				**120 employers offering jobs to youth (through PAYE)**

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

The *Plan and Manage Employment Career* activity service level for the number of client visits to the employment centres will increase to 265,000 visits in 2016 reflecting the advancement of Workforce Development Strategy by the Program.

Service Performance

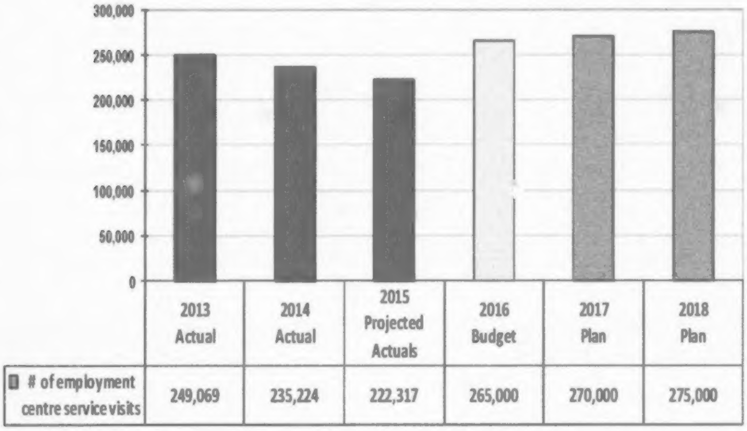
Annual Number of Community Partnerships



	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Budget	2017 Plan	2018 Plan
■ Total Number of Community Partnerships	100	125	150	150	150	150

- The number of community partners involved in employment planning or employment service initiatives has steadily increased from 100 in 2013 and is expected to be maintained for 2016.

Annual number of visits to City Employment Centres



	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Budget	2017 Plan	2018 Plan
■ # of employment centre service visits	249,069	235,224	222,317	265,000	270,000	275,000

- The number of OW and ODSP clients and other City residents who utilize services in the City's employment centres decreased from 235,224 in 2014 to 222,317 in 2015 due to the caseload decrease and the implementation of SAMS.
- The number of visits to City Employment Centres is planned to increase to 275,000 by 2018 to better support the transition to employment for OW recipients and Torontonians.

Table 2
2016 Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
($000s)	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Develop and implement integrated employment strategies	2,459.4	2,112.3		2,112.3	(347.0)	(14.1%)		**2,112.3**	(347.0)	(14.1%)	(1.1)	0.1%	19.8	0.9%
Plan and manage employment and career services	69,120.7	67,639.2		67,639.2	(1,481.5)	(2.1%)	1,075.8	**68,715.0**	(405.7)	(0.6%)	(778.0)	1.1%	217.6	0.3%
Total Gross Exp.	71,580.1	69,751.5		69,751.5	(1,828.6)	(2.6%)	1,075.8	**70,827.3**	(752.8)	(1.1%)	(779.1)	1.1%	237.4	0.3%
REVENUE														
Develop and implement integrated employment strategies	2,528.8	1,295.5		1,295.5	(1,233.3)	(48.8%)		**1,295.5**	(1,233.3)	(48.8%)	(3.8)	0.3%	(3.3)	(0.1%)
Plan and manage employment and career services	49,785.4	50,096.6		50,096.6	311.1	0.6%	775.8	**50,872.3**	1,086.9	2.2%	(375.8)	0.7%	400.7	0.8%
Total Revenues	52,314.2	51,392.0		51,392.0	(922.2)	(1.8%)	775.8	**52,167.8**	(146.4)	(0.3%)	(379.6)	0.7%	399.4	0.8%
NET EXP.														
Develop and implement integrated employment strategies	(69.5)	816.8		816.8	886.3	(1276.1%)		**816.8**	886.3	(1276.1%)	2.6	0.3%	21.1	2.6%
Plan and manage employment and career services	19,335.3	17,542.6		17,542.6	(1,792.7)	(9.3%)	300.0	**17,842.6**	(1,492.7)	(7.7%)	(402.2)	2.3%	(183.1)	(1.0%)
Total Net Exp.	19,265.8	18,359.5		18,359.5	(906.4)	(4.7%)	300.0	**18,659.5**	(606.4)	(3.1%)	(399.5)	2.1%	(162.0)	(0.9%)
Approved Positions	361.5	348.0		348.0	(13.5)	(3.7%)	9.4	**357.4**	(4.1)	(1.1%)	(7.3)	2.0%	(0.0)	(0.0%)

The Employment Services plans, manages and delivers integrated employment services and supports to Torontonians through direct service delivery as well as through partnerships and agreements with other service providers.

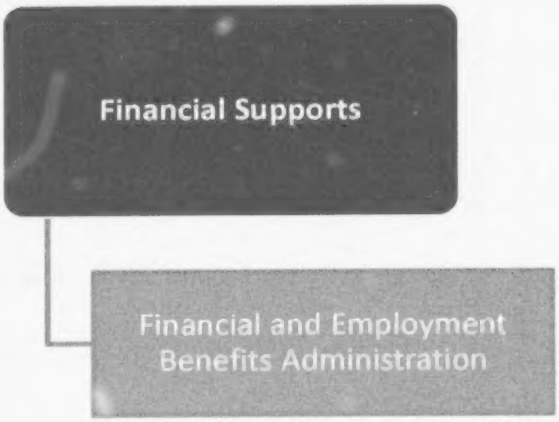
The Employment Service's 2016 Operating Budget of $70.827 million gross and $18.659 million net is $0.606 million or 3.1% under the 2015 Approved Net Budget.

- Base budget pressures in Employment Service are primarily due to known salaries and benefit changes and non-payroll inflationary increases.

In order to offset the above pressures, the service was able to achieve base budget savings of $0.689 million net through a line by line review and revenue changes due to reduced caseload and OW benefit upload savings.

- The 2016 Operating Budget for TESS includes funding of $5.463 million funded from the OW Reserve for one new initiative, to add 66 new temporary positions to address on-going issues with SAMS and bring service levels back to pre-SAMS levels which will create a budget pressure across all services.

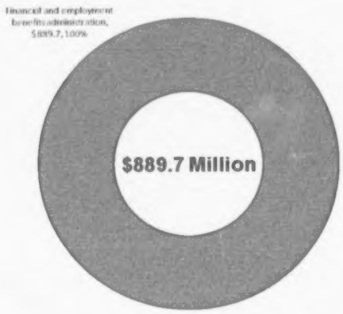
Financial Supports


Financial Supports
Financial and Employment Benefits Administration

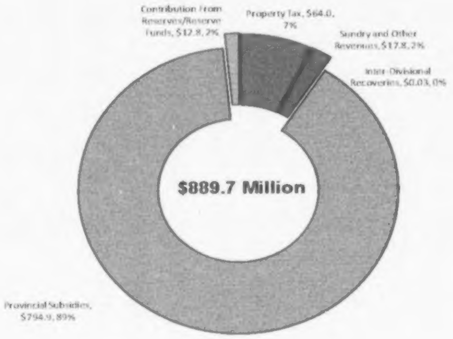
What We Do

- Deliver Ontario Works financial assistance and employment benefits to eligible residents.

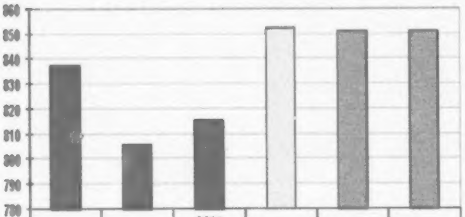
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Total amount of benefits paid to OW recipients



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Budget	2017 Plan	2018 Plan
▨ Total Amount of Benefits Paid (in millions)	$837.1	$805.7	$814.9	$852.4	$851.1	$851.1

- Client benefits have steadily increased due to increases to provincial rate increases.
- Payments are determined by provincial policies, demand and caseload dynamics (i.e. singles versus families.)

2016 Service Levels

Financial Supports

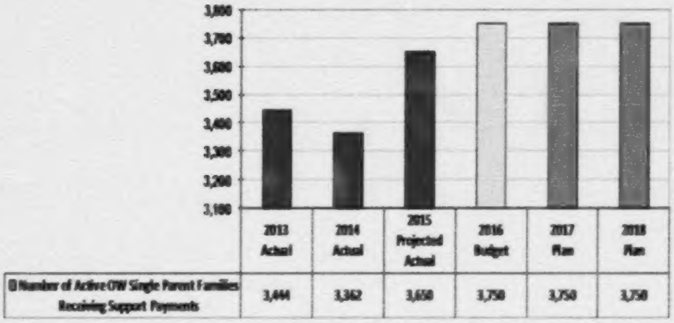
Service Levels						
Activity	**Type**	**Status**	**2013**	**2014**	**2015**	**2016**
Financial and Employment Benefits Administration	**# of financial and employment benefit payments processed annually**	**Approved**	**1.5 million benefit payments per year**	**1.5 million benefit payments per year**	**1.3 million benefit payments per year**	**1.1 million benefit payments per year**
	Creation and maintenance of internal control systems, policies and procedures.	Approved	Maintain a reasonable level of compliance and program integrity.	Maintain a reasonable level of compliance and program integrity.	Discontinued	
	$ of overpayment recoveries per year	Approved	Maintain a reasonable level of compliance and program integrity.	Maintain a reasonable level of compliance and program integrity.	$15 million in overpayment recoveries per year	$15 million in overpayment recoveries per year
	% of client fraud allegations investigated	Approved	100% of allegations are investigated	Investigate approximately 10,000 allegations (100% of allegations received)	Investigate approximately 10,000 allegations (100% of allegations received)	Investigate approximately 10,000 allegations (100% of allegations received)
	Disclosure of information and personal privacy	Approved	100% compliance to all requests	100% compliance to all requests	Discontinued	
	Record Management System	Approved		100% compliance to legislated documentation requirements	Discontinued	
	Regular Internal Audits/Reviews to monitor program delivery, staff practices and to identify areas for improvement and validate compliance.	Approved	Comply with provincial directives	Comply with provincial directives	Discontinued	
	% of single parent families receiving support	Approved	21,000 single parent families	24,200 single parent families	27% of single parent families covered by support	27% of single parent families covered by support
	Employment Related Expenses (ERE)	Approved	Comply with provincial directives	Comply with provincial directives	Discontinued	
	# of monthly Housing Stabilization Fund payments	Approved			3,600 monthly payments to OW & ODSP	3,600 monthly payments to OW & ODSP

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

The Financial and Employment Benefits and Administration activity service level for the number of financial and employment benefit payments processed annually will decrease to 1.1 million benefit payments due to lower caseload.

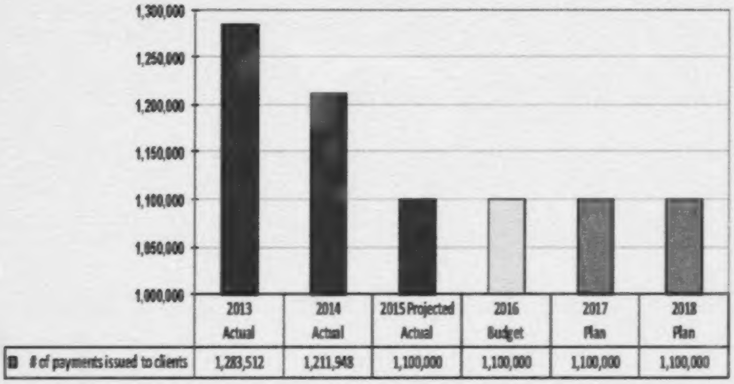
Service Performance

Number of single parent families with child support agreements



- The number of cases with support payments will increase from 2015 to 2016 and will remain steady afterwards.
- Increasing the number of cases with support payments reduces the social assistance benefits paid by the City. The support payments stay with the family after they leave OW, which improves their chances of remaining off assistance in the long-term.

Number of payments issued



- The total number of cheques, direct banking deposits and City Services Benefit Card payments decreased from 2014 to 2015 due to lower caseload.
- The number of payments issued to clients is expected to be 1,100,000 in 2015 and expected to remain the same in future years.

Table 3

2016 Service Budget by Activity

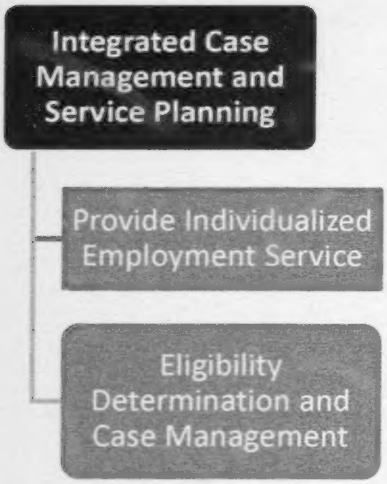
	2015		2016 Operating Budget									Incremental Change			
	Approved Budget	Projected Actual	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
(\$000s)	\$	\$	\$	\$	\$	\$	%	\$	\$	\$	%	\$	%	\$	%
GROSS EXP.															
Financial and employment benefits administration	907,953.3		889,339.6		889,339.6	(18,613.7)	(2.1%)	377.0	**889,716.5**	(18,236.7)	(2.0%)	808.8	0.1%	(2,220.6)	(0.2%)
Total Gross Exp.	907,953.3		889,339.6		889,339.6	(18,613.7)	(2.1%)	377.0	**889,716.5**	(18,236.7)	(2.0%)	808.8	0.1%	(2,220.6)	(0.2%)
REVENUE															
Financial and employment benefits administration	822,651.5		825,270.0		825,270.0	2,618.6	0.3%	377.0	**825,647.0**	2,995.6	0.4%	21,540.5	2.6%	21,388.9	2.5%
Total Revenues	822,651.5		825,270.0		825,270.0	2,618.6	0.3%	377.0	**825,647.0**	2,995.6	0.4%	21,540.5	2.6%	21,388.9	2.5%
NET EXP.															
Financial and employment benefits administration	85,301.8		64,069.5		64,069.5	(21,232.3)	(24.9%)	(0.0)	**64,069.5**	(21,232.3)	(24.9%)	(20,731.8)	-32.4%	(23,609.4)	(54.5%)
Total Net Exp.	85,301.8		64,069.5		64,069.5	(21,232.3)	(24.9%)	(0.0)	**64,069.5**	(21,232.3)	(24.9%)	(20,731.8)	-32.4%	(23,609.4)	(54.5%)
Approved Positions	302.1		290.0		290.0	(12.1)	(4.0%)	4.6	**294.5**	(7.5)	(2.5%)	(4.6)	-1.5%		

Financial Supports provides income supports and health benefits to eligible Torontonians.

The Financial Supports' 2016 Operating Budget of $889.716 million gross and $64.069 million net is $21.232 million or 24.9% under the 2015 Approved Net Budget.

- In addition to the base budget pressures common to all services this service is experiencing pressures due to: higher client benefits due to Provincial policy changes (1% for adult OW clients, $25 single adult top-up) and the loss in Provincial funding assistance based on the original schedule.
- In order to offset these pressures, the 2016 Operating Budget includes base budget savings due to line by line review, reduced contribution to the National Child Benefit Supplement (NCBS) reserve and savings in special diet expenditures.
- Revenue changes specific to this service include OW benefit savings and savings due to reduced caseload.

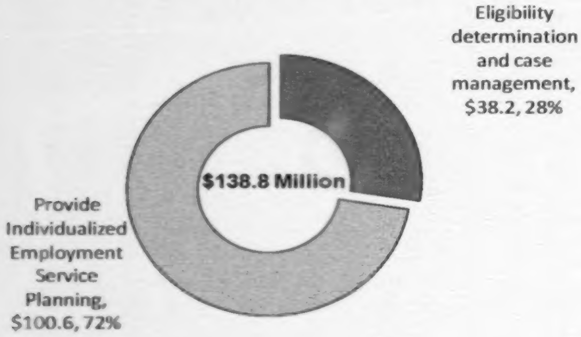
Integrated Case Management and Service Planning


Integrated Case Management and Service Planning
Provide Individualized Employment Service
Eligibility Determination and Case Management

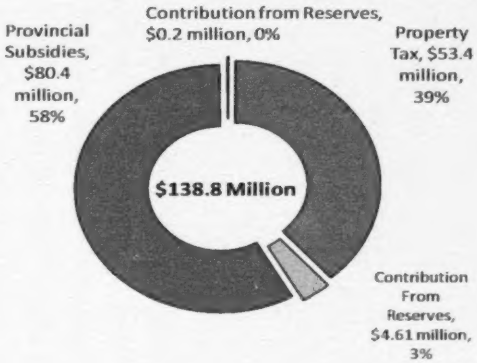
What We Do

- Access eligibility for OW benefits and services for City residents.
- Develop and update service plans that support employment goals and link individuals and families to key social supports.

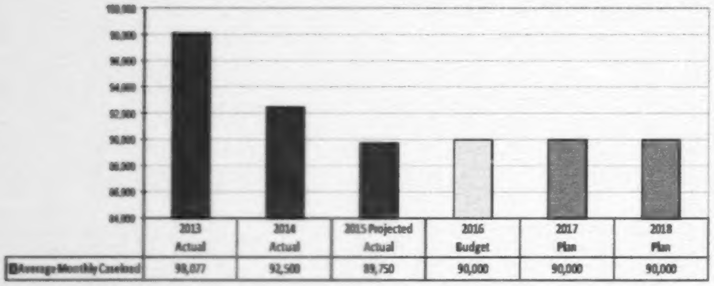
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Ontario Works Average Monthly Caseload – (Including cases accessing OW)



- The OW caseload is primarily determined by the City's economic environment and provincial policies.
- The average monthly caseload dropped from 98,077 in 2013 to 89,750 in 2015 as a result of the economic recovery in the aftermath of the 2008/09 recession.
- The 2016 budget has been set at 250 cases above the 2015 projected actuals.

2016 Service Levels

Integrated Case Management and Service Planning

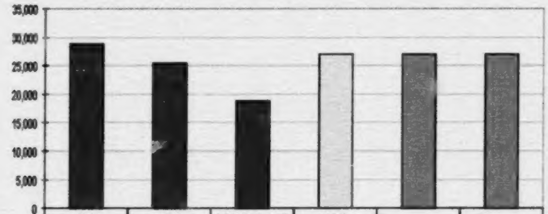
Activity	Type	Status	2013	2014	2015	2016
Provide Individualized Employment Service Planning	# of individual service plans developed and updated	Approved	269,000 personal service plans completed or updated	260,000 individual plans	245,000 individual plans	245,000 individual plans
	% of clients with employment income	Approved			9.0% of clients with employment income	9.0% of clients with employment income
Eligibility Determination and Case Management	% of eligibility decisions reached within 5 business days	Approved	An eligibility decision within 7.0 business days	An eligibility decision within 7.0 business days	An eligibility decision within 5.0 business days	80% of eligibility decisions reached within 5 business days
	Referrals to other relevant services and supports (i.e. shelter, ODSP, food banks, etc.)	Approved	100% of referrals identified through completed service plans	100% of referrals identified through completed service plans	Discontinued	
	% of appeals and Internal Reviews reviewed within legislated 30 day timeframe	Approved	Maintain 100% of all appeals and Internal Reviews reviewed	Maintain 100% of all appeals and Internal Reviews reviewed	100% of all appeals and Internal reviews reviewed within legislated time frames (30 days)	100% of all appeals and Internal reviews reviewed within legislated time frames (30 days)
	# of OW and ODSP recipients receiving medical benefits	Approved	18,500 residents receive medical benefits	20,000 residents receive medical benefits	25,000 OW and ODSP recipients receive medical benefits	25,000 OW and ODSP recipients receive medical benefits
	# of families and single Torontonians assessed for eligibility for OW financial assistance	Approved	169,000 families and single Torontonians	176,000 families and single Torontonians	172,500 families and single Torontonians	Discontiuned
	Provide assessment and referrals to appropriate social supports (e.g. Housing, Addictions Counselling, etc/)	Approved	169,000 families and single Torontonians	176,000 families and single Torontonians	Discontinued	
	Extended Employment Health Benefit (EEHB)	Approved		Housing Stability Plan to be submitted to Council in Fall 2013	Discontinued	
	# of approved welcome policy applications	Approved			150,000 approved applications	150,000 approved applications
	% of caseload on assistance more than 2 years	Approved			50% of caseload on assistance more than 2 years	50% of caseload on assistance more than 2 years
	average monthly OW cases served	Approved			**average monthly caseload of 93,500**	**average monthly caseload of 90,000**
	# of OW applications processed annually	Approved			55,000 OW applications processed annually	55,000 OW applications processed annually

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

The Eligibility Determination and Case Management service level for the average monthly OW cases served will decrease to 90,000 to reflect lower caseload.

Service Performance

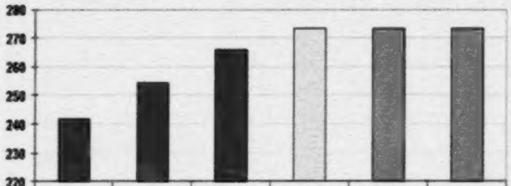
Number of Ontario Works clients placed in jobs



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Budget	2017 Plan	2018 Plan
■ Total Number of OW Clients Placed in Jobs	28,841	25,368	18,924	27,000	27,000	27,000

- The number of OW clients that exited OW for employment decreased from 2013 to 2015 due to the lower caseload and SAMS.
- An increasing number of people on OW are more distant from the labour market, and require more intensive supports to transition to employment.
- The 2016 number is projected to increase due to improvements in the design and delivery of employment services and the addition of staff to address SAMS issues.

Monthly Social Assistance Administration Operating cost per Case (OMBI)



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Budget	2017 Plan	2018 Plan
■ Monthly Social Assistance Administration Operating Cost per Case (OMBI)	241.8	254.4	265.9	273.5	273.5	273.5

- Reflects all costs associated with management and delivery of social assistance and employment programs, including salaries & benefits, material & supplies, services & rents and full share of all corporate overhead.
- In 2014, Toronto's cost per case was at the median.
- The OMBI average monthly administrative operation cost per case is expected to increase in 2016 as a result of additional SAMS staff.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
($000s)	Approved Budget	Base Budget	Service Changes	2016 Base	2016 Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Eligibility determination and case management	36,918.3	36,787.6		36,787.6	(130.6)	(0.4%)	1,404.1	38,191.7	1,273.4	3.4%	(1,382.0)	-3.6%	431.1	1.2%
Provide Individualized Employment Service Planning	96,801.3	97,663.1		97,663.1	861.8	0.9%	2,906.5	100,569.5	3,768.2	3.9%	(2,904.9)	-2.9%	484.4	0.5%
Total Gross Exp.	133,719.6	134,450.7		134,450.7	731.2	0.5%	4,310.5	138,761.2	5,041.7	3.8%	(4,286.8)	-3.1%	915.6	0.7%
REVENUE														
Eligibility determination and case management	27,235.9	24,309.5		24,309.5	(2,926.4)	(10.7%)	1,404.1	25,713.6	(1,522.3)	(5.6%)	(1,429.2)	-5.6%	26.8	0.1%
Provide Individualized Employment Service Planning	54,622.0	56,701.7		56,701.7	2,079.6	3.8%	2,906.5	59,608.1	4,986.1	9.1%	(2,926.6)	-4.9%	43.9	0.1%
Total Revenues	81,858.0	81,011.2		81,011.2	(846.7)	(1.0%)	4,310.5	85,321.7	3,463.8	4.2%	(4,355.7)	-5.1%	70.8	0.1%
NET EXP.														
Eligibility determination and case management	9,682.4	12,478.1		12,478.1	2,795.7	28.9%	0.0	12,478.1	2,795.7	28.9%	47.2	0.4%	404.3	3.2%
Provide individualized Employment Service Planning	42,179.2	40,961.4		40,961.4	(1,217.8)	(2.9%)	(0.0)	40,961.4	(1,217.8)	(2.9%)	21.7	0.1%	440.5	1.1%
Total Net Exp.	51,861.6	53,439.5		53,439.5	1,577.9	3.0%	0.0	53,439.5	1,577.9	3.0%	68.9	0.1%	844.8	1.6%
Approved Positions	1,427.5	1,413.8		1,413.8	(13.7)	(1.0%)	52.1	1,465.9	38.4	2.7%	(52.1)	-3.6%		

The *Integrated Case Management and Service Planning* assists low income earners and residents on fixed incomes with special services and supports (e.g. diabetic supplies, prosthetics, funerals) and to identify the social support needs of residents (i.e. child care, health, recreation, housing) and connect them with the appropriate City, community and other government service systems.

The Integrated Case Management and Service Planning's 2016 Operating Budget of $138.761 million gross and $53.439 million net is $1.577 million or 3.0% over the 2015 Approved Net Budget.

- In addition to the base budget pressures common amongst all services, Integrated Case Management and Service Planning is experiencing pressure due to the 25 temporary positions (cost-shared with the Province) required to support the continued implementation of SAMS. These positions were approved in 2015 and are included in the base.

- In order to offset these pressures, the 2016 Budget of $53.439 million includes base budget savings from the reduction in caseload.

Toronto Employment & Social Services

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Employment & Social Services (TESS) manages the third largest social assistance delivery system in Canada. Under the authority of Ontario Works (OW) Act and Regulations, TESS provides employment services, financial assistance and social supports to Torontonians to strengthen their social and economic well-being in their communities through its 19 Employment and Social Services offices.

The 2016–2025 Capital Budget and Plan of $5.0 million focuses on the renovation of the Wellesley Place Employment & Social Services office which has the largest homeless caseload serving over 1,000 homeless people each year. The renovated facility will include a human service centre that will provide clients with multiple, closely connected services in one location thereby improving client experience and better equip the Program to assist clients in meeting their employment goals

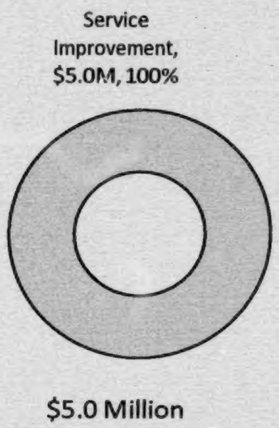
2016 Capital Budget Highlights

The 2016 Capital Budget for Toronto Employment & Social Services of $2.5 million will:

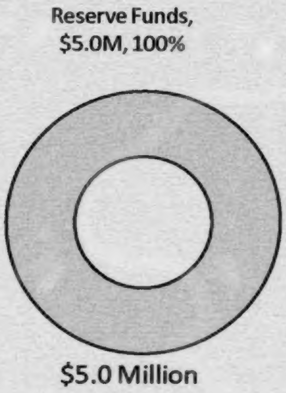
- ✓ Begin renovation of the Wellesley Place Employment & Social Service Office

Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



2016-2025 Capital Budget and Plan by Funding Source



Where does the money go?

The 2016–2025 Capital Budget and Plan totaling $5.0 million provides funding over 2 years for 1 Service Improvement project to renovate and modernize the Wellesley Place Employment & Social Services office.

Where does the money come from?

The 10 Year Capital Plan is fully funded from the Social Assistance Stabilization Reserve fund.

State of Good Repair Backlog

TESS' 10-Year Capital Plan does not include any SOGR projects.

- ✓ TESS' facilities SOGR capital funding requirements were previously transferred and consolidated within the Facilities Management & Real Estate (FMRE) Capital Budget and Capital Plan.

A summary of project changes for the years 2016 to 2024 totalling $1.738 million are provided in Table 2 below:

Table 1
Summary of Project Changes (In $000s)

$000s	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2016 - 2024 Total
2015 - 2024 Capital Budget & Plan	7,724	16,271	21,032	27,602	22,449	3,424	900	900	2,400	1,900		**96,878**
2016 - 2025 Capital Budget & Plan		18,009	21,032	27,602	22,449	3,424	900	900	2,400	1,900	1,900	**98,616**
Capital Budget & Plan Changes (2016 - 2024)		1,738	-	-	-	-	-	-	-			**1,738**

	Total Project Cost	2016	2017	2018	2019	2020	2021	2022	2023	2024	2016 - 2024	2025	Revised Total Project Cost
Previously Approved													
George Street Revitalization - Planning and Project Management	31,015	(3,327)	(3,692)	(3,692)	(3,692)	(2,524)					(16,927)		14,088
Seaton House Redevelopment	61,451	(10,714)	(16,440)	(16,440)	(17,857)						(61,451)		-
Total Previously Approved	92,466	(14,041)	(20,132)	(20,132)	(21,549)	(2,524)					(78,378)		14,088
New													
389 Church		6,138	4,400								10,538		10,538
George Street Revitalization Phase 2		9,641	15,732	20,132	21,549	2,524					69,578		69,578
Total New		15,779	20,132	20,132	21,549	2,524					80,116		80,116
Total Changes		**1,738**									**1,738**		**94,204**

Toronto Paramedic Services

2016 OPERATING BUDGET OVERVIEW

Toronto Paramedic Services is the sole provider of emergency medical response for the City of Toronto: a service area encompassing 650 square kilometres with a daytime population of 3.5 million people. This makes Toronto Paramedic Services the largest municipal paramedic service in Canada.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $204.394 million gross and $78.946 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	198,109.0	204,393.5	6,284.5	3.2%
Gross Revenues	123,412.4	125,447.4	2,035.0	1.6%
Net Expenditures	**74,696.6**	**78,946.1**	**4,249.5**	**5.7%**

For 2016, Toronto Paramedic Services faced pressures mainly due to an increase in its contribution to Equipment and Vehicle Reserves to ensure sufficient funding for equipment and vehicle replacement, salary and benefit changes as well as other inflationary increases. Funding is also included for 59 new positions to meet the increasing trend in emergency call demands experienced in the last 10 years.

Fast Facts

- Toronto Paramedic Services is the largest municipal paramedic ambulance service in Canada.
- 168 ambulances and response vehicles will transport 218,502 patients to hospital in 2015, a 4.0% increase from 2014.
- 1,017 Paramedics

2016 Operating Budget Highlights

The 2016 Operating Budget for Toronto Paramedic Services of $204.394 million gross and $78.946 million net provides funding for three services, Community Paramedicine & Emergency Call Mitigation, Emergency Medical Dispatch & Preliminary Care, and Emergency Medical Care.

- The budget as presented is $4.250 million net or 5.7% over the 2015 Approved Budget achieved through measures taken based on the following criteria:
  - ➢ Ongoing efficiency savings and line by line review reductions.

2015 Key Service Accomplishments

In 2015, Toronto Paramedic Services accomplished the following:

Community Paramedicine and Emergency Call Mitigation

- ✓ In 2015, Paramedic Services received funding from the Ministry of Health & Long Term Care in support of expanding Community Paramedicine programs:
  - ➢ Community Agency Notifications (CAN) computer system upgrades.
  - ➢ Pilot Independence at Home (IAH) Initiative.
  - ➢ Pilot Medically Complex Patients (MCP) Initiative.
- ✓ For 2015, there is a projected 10% to 15% increase in referrals made by paramedics to preventative support services for patients who have used 911 two or more times within a six-month period.
- ✓ Paramedic Services' Community Paramedicine Program continued to be a lead participant in the implementation of the Ontario and Toronto Seniors Strategies.
- ✓ The Community Paramedicine Program also became a key partner and clinical resource in the launch of various initiatives to link patients with the most appropriate health care (e.g., Health Links, Family Health Care Teams).
- ✓ Distribution and installation of a projected 25 Automated External Defibrillators (AEDs) at workplaces and facilities throughout the City of Toronto.

Emergency Medical Dispatch and Preliminary Care

- ✓ In 2015, the Central Ambulance Communications Centre was awarded re-accreditation, for the third time, as a 'Centre of Excellence', by the International Academies of Emergency Dispatch. The centre triages incoming emergency calls with the aid of the Advanced Medical Priority Dispatch System (AMPDS).

Emergency Medical Care

- ✓ In 2015, Toronto EMS successfully completed the Ministry of Health and Long Term Care's (MOHLTC) audit review for Land Ambulance Services in Ontario. The audit is conducted by the MOHLTC every three years, or as determined, to ensure the service is meeting all legislated requirements as outlined under the Ambulance Act.
- ✓ Began implementation of two new ground-breaking research projects that are expected to reduce mortality and improve quality of life in trauma and stroke patients: 1) Tranexamic Acid (TXA) is a drug designed to reduce bleeding in severely injured trauma patients. Paramedic will be the only land-based paramedic service trialing this drug in Canada. 2) NA-1 is a drug designed to save brain tissue in stroke patients. This drug was designed and developed by a Canadian neurosurgeon/researcher and is being trialed in only three Canadian cities, including Toronto.

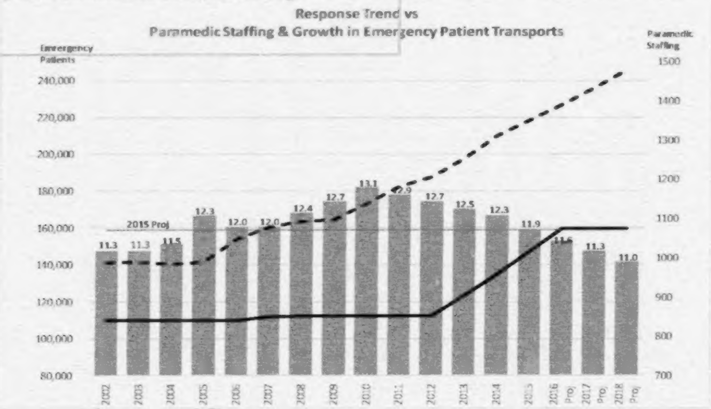
Our Service Deliverables for 2016

Toronto Paramedic Services (PS) is the sole provider of emergency medical response for the City of Toronto and has established strategic directions with the following 2016 deliverables.

- 24-hour emergency medical response for the City of Toronto from 45 ambulance stations located across the City.
- Target response times to life-threatening emergency calls within 12 minutes 90% of the time.
- Continue to use the Community Paramedicine Program to re-direct specific patient groups to appropriate preventative, out-of-hospital medical care, thereby minimizing or eliminating their reliance on 911 and the hospital system.
- Provide First-Aid/CPR and Public Access Defibrillation training courses to 13,900 City staff and external clients.
- Toronto PS will maintain and provide oversight for approximately 1,523 Automatic External Defibrillators in 2016.

Trends

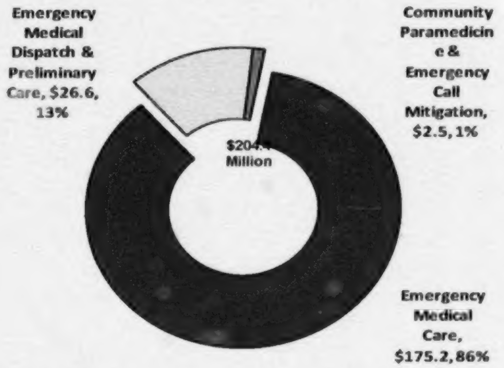
- Emergency patient transports increased by 55% between 2005 and 2015 from 141,409 to 218,502.
- From 2016 to 2018, emergency patient transports are expected to grow at a rate of 4% due to a growing and aging population.
- Paramedic staffing levels were relatively unchanged from 2002 until 2013 with the approval of 51 positions; this was followed with 56 positions in 2014, 56 positions in 2015 and 57 positions in 2016.
- In spite of the increasing service demands, PS response time improved from 12.3 in 2014 to a projected 11.9 in 2015.



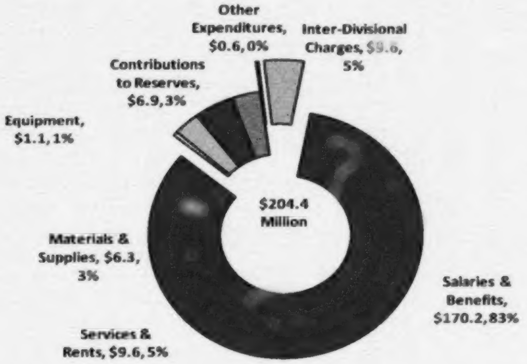
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

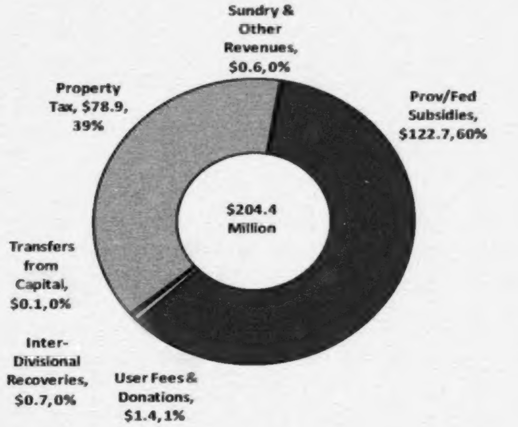


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Increase in emergency call volumes** – 4% annual increase due to a growing and aging population continues to be a challenge for Toronto Paramedic Services.
  - ✓ PS instituted several changes on the performance management of emergency response such as scheduling changes for paramedics as well as dispatchers, use of part-time staff, use of improved dispatch technology, etc.
  - ✓ In keeping with Council direction requiring 220 additional paramedics to attain 2011 staffing levels, 163 positions have been added by 2015 and an additional 57 positions in 2016 which represents the fourth year of a four year investment to meet service demands from an aging population and reduce response times.
- **Provincial Subsidy Shortfall –** The Central Ambulance Communications Centre (CACC) Program continues to experience a shortfall in provincial subsidy that is not consistent with the established provincial subsidy rate of 100%.
  - ✓ To match a projected provincial funding in 2016, the 2016 Operating Budget includes $1.2 million in gapping of salaries and benefits to reflect unfilled dispatcher positions to ensure that the funding shortfall is minimized.

Program Map

Toronto Paramedic Services

Toronto Paramedic Services is an industry leading, public service organization that exists to protect the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital medical care, responding to patients with health emergencies and to the special needs of vulnerable communities through integrated, mobile, paramedic-based health care.

Community Paramedicine & Emergency Call Mitigation

Purpose:
To provide community-based primary medical care and referrals that support aging at home, health promotion, illness and injury prevention and reduction of 911 calls through emergency call mitigation strategies. To provide at-home medical care to support seniors and vulnerable citizens in order to remain independent in the community. To provide citizen first-response education and awareness within the community to support medical first response for all healthcare emergencies.

- Community Healthcare Outreach & Referral
- Citizen First Response Education

Emergency Medical Dispatch & Preliminary Care

Purpose:
To provide immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications centre prior to paramedic arrival.

Emergency Medical Care

Purpose:
To provide outstanding paramedic-based, mobile health services and emergency medical response, and to provide medically appropriate and functionally sound transport for all patients in the community.

- Pre-Hospital Emergency Care
- Critical Care Transport
- City Emergency & Major Event Mass Casualty Care

Service Customer

Emergency Medical Care
- PS Patient
- Hospitals
- Health Care providers

Emergency Medical Dispatch & Preliminary Care
- 911 Callers
- Incident Victim
- Hospitals

Table 1

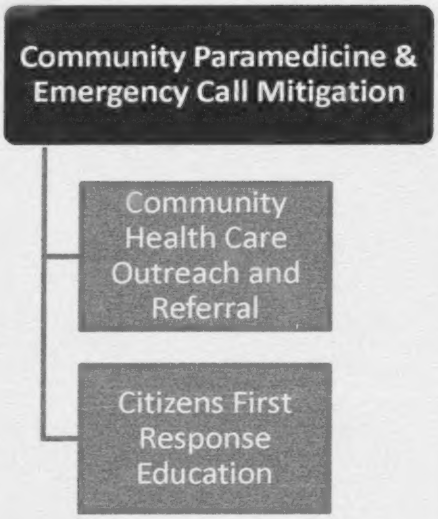
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Community Paramedicine & Emergency Call Mitigation											
Gross Expenditures	3,322.8	2,868.2	2,532.1		2,532.1	(790.7)	(23.8%)	4.0	0.2%	9.7	0.4%
Revenue	2,499.5	2,090.5	1,827.3		1,827.3	(672.2)	(26.9%)	8.4	0.5%	8.4	0.5%
Net Expenditures	823.3	777.7	704.9		704.9	(118.4)	(14.4%)	(4.4)	(0.6%)	1.3	0.2%
Emergency Medical Care											
Gross Expenditures	163,755.6	156,098.2	171,996.0	3,228.2	175,224.1	11,468.5	7.0%	4,305.5	2.5%	1,423.0	0.8%
Revenue	91,235.9	86,275.3	97,670.2		97,670.2	6,434.3	7.1%	3,663.2	3.8%	1,958.2	1.9%
Net Expenditures	72,519.7	69,822.9	74,325.7	3,228.2	77,553.9	5,034.2	6.9%	642.3	0.8%	(535.3)	(0.7%)
City Emergency & Major Event Mass Casualty Care											
Gross Expenditures	4,469.3	9,860.9				(4,469.3)	(100.0%)				
Revenue	3,570.5	9,242.9				(3,570.5)	(100.0%)				
Net Expenditures	898.8	618.0				(898.8)	(100.0%)				
Emergency Medical Dispatch & Preliminary Care											
Gross Expenditures	26,561.3	25,334.5	26,637.3		26,637.3	76.0	0.3%	34.5	0.1%	1,576.7	5.9%
Revenue	26,106.5	24,647.1	25,950.0		25,950.0	(156.5)	(0.6%)	0.1	0.0%	0.1	0.0%
Net Expenditures	454.8	687.4	687.3		687.3	232.5	51.1%	34.4	5.0%	1,576.6	218.5%
Total											
Gross Expenditures	198,109.0	194,161.8	201,165.4	3,228.2	204,393.5	6,284.5	3.2%	4,343.9	2.1%	3,009.4	1.4%
Revenue	123,412.4	122,255.8	125,447.4		125,447.4	2,035.0	1.6%	3,671.7	2.9%	1,966.8	1.5%
Total Net Expenditures	74,696.6	71,906.0	75,718.0	3,228.2	78,946.1	4,249.5	5.7%	672.2	0.9%	1,042.6	1.3%
Approved Positions	1,394.4	1,360.8	1,386.3	59.0	1,445.3	50.9	3.6%				

The Toronto Paramedic Services' 2016 Operating Budget is $204.394 million gross and $78.946 million net, representing a 5.7% increase to the 2015 Approved Net Operating Budget which is over the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to inflationary increases in salaries and benefit changes with an annualized impact of the 58 new positions approved in 2015, increased contributions to the Equipment and Vehicle Reserves and increased funding for the Workplace Safety Insurance Board (WSIB) claim payments.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through line by line reviews, reduction in overtime due to shift scheduling changes and a reduction in funding for respiratory supplies as a result of a change in procedure regarding the delivery of oxygen to patients.
- The 2016 Operating Budget includes new funding of $3.228 million gross and net for 59 new permanent positions (57 Paramedics and 2 Operations Superintendent) which reflects the last year of a four year investment to assist PS meet the increase in emergency call demand and maintain/improve PS response time to life-threatening emergency calls as recommended by the Fire/EMS Efficiency Review and adopted by City Council in 2013.
- The 2016 Operating Budget will result in Toronto Paramedic Services increasing its total staff complement by 50.9 in 2016 from 1,394.4 to 1,445.3.
- The 2017 and 2018 Plan increases are mainly attributable to step increments and progression pay increases and additional contribution to the Vehicle Reserve and the Equipment Reserve for the replacement of new ambulance vehicles and power stretchers. The 2017 pressures were more than offset by increased Provincial funding for the annualized salaries and benefits of 59 positions that will be eligible for 50% Provincial funding in 2017. The Province funds its 50% share in the 2nd year of operations.

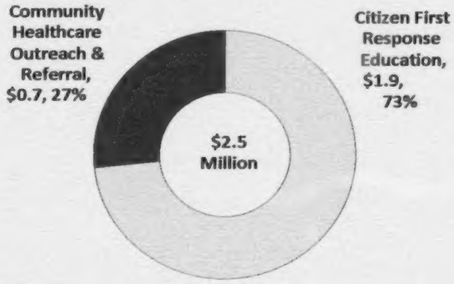
Community Paramedicine & Emergency Call Mitigation


Community Paramedicine & Emergency Call Mitigation
Community Health Care Outreach and Referral
Citizens First Response Education

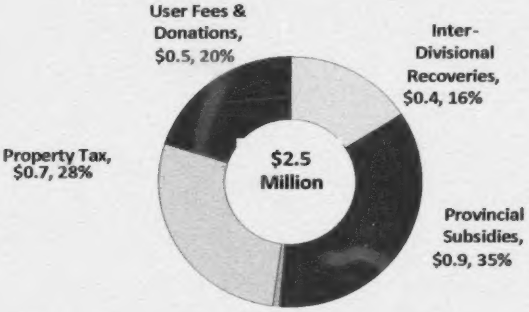
What We Do

- Provide community-based primary medical care and referrals that support aging at home, health promotion, illness and injury prevention and reduction of 911 calls through emergency call mitigation strategies.
- Provide at-home medical care to support seniors and vulnerable citizens in order to remain independent in the community.
- Provide citizen first-response education and awareness within the community to support medical first response for all health care emergencies.

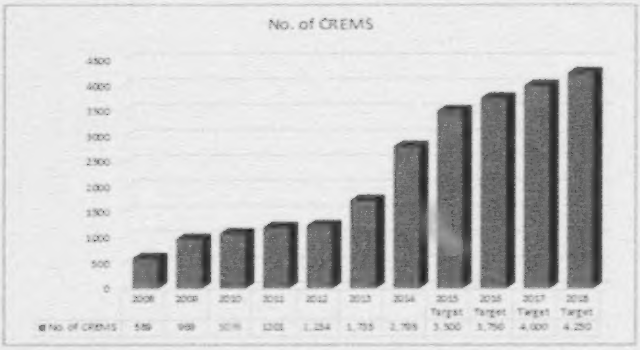
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Community Referrals by Paramedic Services (CREMS)



- CREMS (Community referrals by EMS) Paramedics refer patients to community health agencies which allow independent and supportive aging at home and reduces emergency department visits.
- Due to an aging population, paramedic referrals are expected to increase. (81.9% of all CREMS in 2015 were for those 65 years and older)
- The paramedic's ability to refer patients electronically to Community Care Access Agencies was introduced in April 2013 leading to a significant increase in referrals.

2016 Service Levels

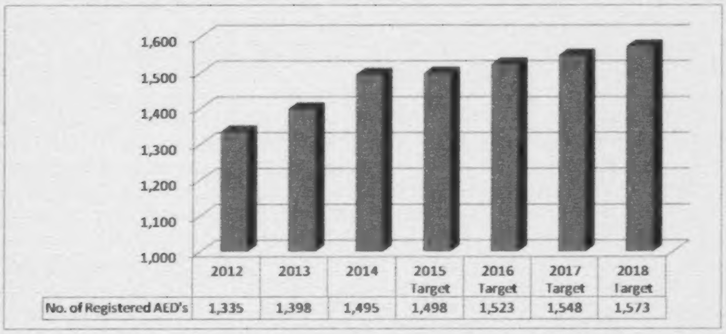
Community Paramedicine & Emergency Call Mitigation

Activity	Type	Sub-Type	Status	Service Levels					
				2011	2012	2013	2014	2015	2016
Citizen First Response Education	Safe City – **Emergency Medical Training Courses Provided**		Approved	New in 2014			1000 courses are to be provided and over 13,000 participants certified in CPR/PAD and First Aid in 2014	1000 courses are to be provided and and estimated 13,821 participants certified in CPR/PAD and First Aid in 2015	1000 courses are to be provided and and estimated **13,900** participants certified in CPR/PAD and First Aid in 2016
			Actual	876 Courses Provided with 12,213 participants	866 Courses Provided with 12,791 participants	1,000 Courses Provided with 12,657 participants	1,000 Courses Provided with approximately 13,163 participants		
	Number of Registered (PAD) Public Access Defibrillators = **(AED) Automated External**		Approved	New in 2014			1,425 AED's registered throughout the city in 2014.	1,495 AED's registered throughout the city in 2015.	**1,523** AED's registered throughout the city in 2016.
			Actual	1,204 AED's registered throughout the city in 2011.	1,335 AED's registered throughout the city in 2012.	1,398 AED's registered throughout the city in 2013.	1,495 AED's registered throughout the city in 2013.		

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Service Performance

Output Measure – Number of Registered AEDs



- The number of registered Automated External Defibrillators (AED's) increases every year due to increased public awareness of Public Access Defibrillators.
- Medical studies confirm that survival rates for cardiac arrest patients increase significantly with quick access to a defibrillator.

Table 2

2016 Service Budget by Activity

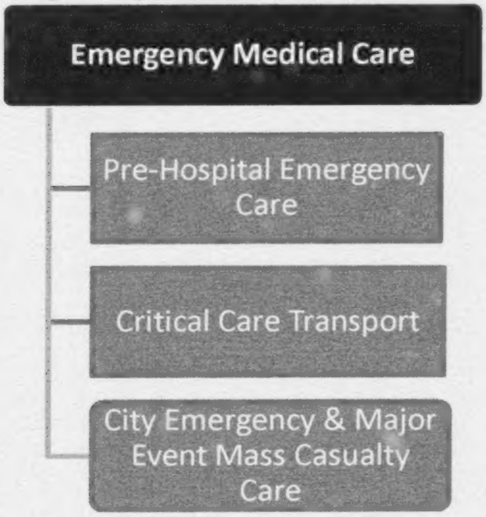
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Rec'd Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Citizen First Response Education	2,020.1	1,856.9		1,856.9	(163.2)	(8.1%)		**1,856.9**	(163.2)	(8.1%)	2.1	0.1%	6.5	0.4%
Community Healthcare Outreach & Referral	1,302.7	675.3		675.3	(627.4)	(48.2%)		**675.3**	(627.4)	(48.2%)	1.9	0.3%	3.2	0.5%
Total Gross Exp.	3,322.8	2,532.2		2,532.2	(790.6)	(23.8%)		**2,532.2**	(790.6)	(23.8%)	4.0	0.2%	9.7	0.4%
REVENUE														
Citizen First Response Education	1,494.7	1,500.3		1,500.3	5.6	0.4%		**1,500.3**	5.6	0.4%	8.4		8.4	0.6%
Community Healthcare Outreach & Referral	1,004.8	327.0		327.0	(677.8)	(67.5%)		**327.0**	(677.8)	(67.5%)	0.0			
Total Revenues	2,499.5	1,827.3		1,827.3	(672.2)	(26.9%)		**1,827.3**	(672.2)	(26.9%)	8.4		8.4	0.5%
NET EXP.														
Citizen First Response Education	525.4	356.7		356.7	(168.7)	(32.1%)		**356.7**	(168.7)	(32.1%)	(6.3)	(1.8%)	(1.9)	(0.5%)
Community Healthcare Outreach & Referral	297.9	348.3		348.3	50.3	16.9%		**348.3**	50.3	16.9%	1.9	0.5%	3.2	0.9%
Total Net Exp.	823.3	704.9		704.9	(118.4)	(14.4%)		**704.9**	(118.4)	(14.4%)	(4.4)	(0.6%)	1.3	0.2%
Approved Positions	16.3	12.9		12.9	(3.4)	(20.6%)		**12.9**	(3.4)	(20.6%)				

The **Community Paramedicine and Emergency Call Mitigation** is a non-emergency, community-based service with a focus on health promotion, system navigation and injury prevention. In this service, referrals are made by paramedics who respond to 911 calls based on a determination that a patient is in need of additional healthcare or support services.

The 2016 Operating Budget for Community Paramedicine and Emergency Call Mitigation of $2.532 million gross and $0.705 million net is $0.118 million or 14.4% under the 2015 Approved Net Budget.

- Base budget pressures in Community Paramedicine and Emergency Call Mitigation are primarily due to known salaries and benefit adjustments to align with actual expenditures and inflationary increases for non-salary accounts.
- In order to offset the above pressures, base budget savings of $0.035 million net will be realized, resulting from line by line review of recent spending of non-payroll accounts.
- A number of technical revenue adjustments within all three services re-aligned Provincial revenues to reflect the cost of service delivery with no overall impact.

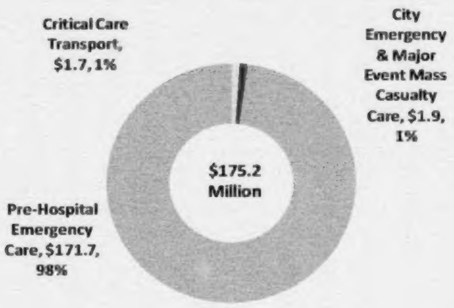
Emergency Medical Care


Emergency Medical Care
Pre-Hospital Emergency Care
Critical Care Transport
City Emergency & Major Event Mass Casualty Care

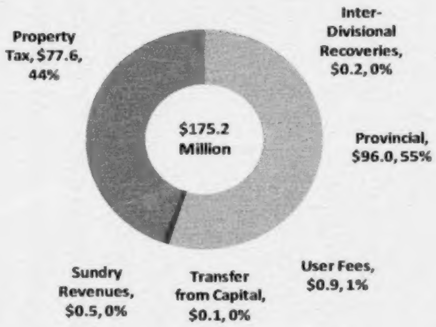
What We Do

- Provide outstanding paramedic-based, mobile health services and emergency medical response, and provide medically appropriate transport for all patients in the community.
- Provide on-site, dedicated medical coverage for a variety of large-scale events and respond to emergencies involving mass casualty victims.

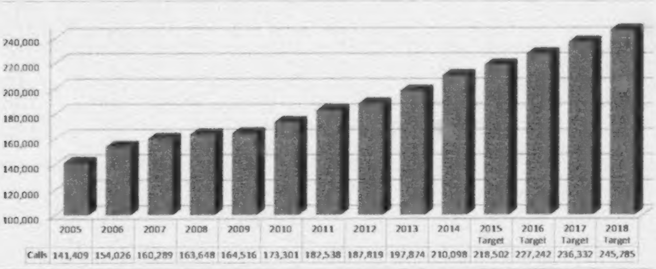
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Emergency Transports Provided



- The number of Emergency Patient Transports is projected to increase at a rate of 4% per year.
- Emergency Patient Transports rise as Toronto's population grows.
- An aging population also contributes to the increased number of Emergency Patient Transports.
- 2017 and 2018 targets include the addition of 57 paramedics in 2016.

2016 Service Levels

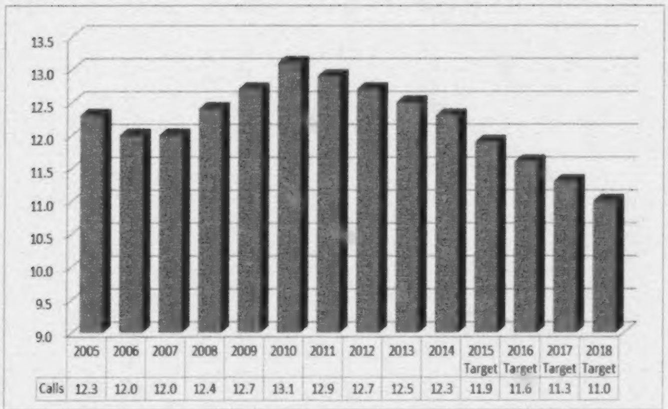
Emergency Medical Care

				Service Levels					
Activity	**Type**	**Sub-Type**	**Status**	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Pre-Hospital Emergency Care	Number of Emergency Calls (Unique Incidents)		Approved	New in 2014			During 2014, Toronto PS expects to respond to 272,165 unique incidents	During 2015, Toronto PS expects to respond to 285,189 unique incidents	During 2016, Toronto PS expects to respond to **296,597** unique incidents
			Actual	252,029	258,541	264,682	274,220		
	Number of Patient Transports		Approved	New in 2014			During 2014, Toronto PS expects to transport 206,778 patients	During 2015, Toronto PS expects to transport 218,502 patients	During 2016, Toronto PS expects to transport **227,242** patients
			Actual	182,538	187,819	197,874	210,098		
	Length of time in minutes to arrive at life threatening calls 90% of the time		Approved	New in 2016				During 2015, Toronto PS expects to arrive at life threatening calls 90% of the time in 12.0 minutes	During 2016, Toronto PS expects to arrive at life threatening calls 90% of the time in **11.6 minutes**
			Actual	12.9	12.7	12.5	12.3		
	Percentage of Time Response is made to Life Threatening Calls within 8:59 Minutes		Approved	New in 2014			During 2014, Toronto EMS expects to respond to life threatening calls within 8:59 minutes 66% of the time.	During 2015, Toronto EMS expects to respond to life threatening calls within 8:59 minutes **68%** of the time.	Replaced by Length of Time in minutes to arrive at life threatening calls 90% of the time
			Actual	61%	62%	64%	64.4%		

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Service Performance

Efficiency Measure – Response Time Performance



- Despite increased emergency call volumes, PS has been able to achieve a reduction in response time performance.
- Improved performance is attributed to: scheduling changes for frontline staff, (paramedics and dispatchers), use of part-time staff, new staff, use of improved dispatch technology, etc.
- The graph reflects the final multi-year investment in adding paramedics. Final year investment (2016) is subject to Council consideration.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
City Emergency & Major Event Mass Casualty Care		1,901.8	(0.2)	1,901.5	1,901.5			**1,901.5**	1,901.5		2.9	0.2%	6.8	0.4%
Critical Care Transport	3,740.8	1,658.6	(0.5)	1,658.1	(2,082.8)	(55.7%)		**1,658.1**	(2,082.8)	(55.7%)	0.9	0.1%	3.4	0.2%
Pre-Hospital Emergency Care	160,014.7	168,671.6	(235.2)	168,436.4	8,421.6	5.3%	3,228.2	**171,664.5**	11,649.8	7.3%	4,301.9	2.5%	1,412.7	0.8%
Total Gross Exp.	163,755.6	172,231.9	(236.0)	171,996.0	8,240.4	5.0%	3,228.2	**175,224.1**	11,468.5	7.0%	4,305.7	2.5%	1,423.0	0.8%
REVENUE														
City Emergency & Major Event Mass Casualty Care		1,683.3	(0.1)	1,683.2	1,683.2			**1,683.2**	1,683.2		9.3	0.6%	9.3	0.5%
Critical Care Transport	3,524.8	3,357.2	(0.2)	3,357.0	(167.9)	(4.8%)		**3,356.9**	(167.9)	(4.8%)	0.1	0.0%	0.1	0.0%
Pre-Hospital Emergency Care	87,711.0	92,747.7	(117.6)	92,630.1	4,919.1	5.6%		**92,630.1**	4,919.1	5.6%	3,653.8	3.9%	1,948.8	
Total Revenues	91,235.9	97,788.1	(117.9)	97,670.2	6,434.4	7.1%		**97,670.2**	6,434.3	7.1%	3,663.2	3.8%	1,958.2	1.9%
NET EXP.														
City Emergency & Major Event Mass Casualty Care		218.5	(0.1)	218.4	218.4			**218.4**	218.4		(6.4)	-2.9%	(2.5)	(1.2%)
Critical Care Transport	216.0	(1,698.6)	(0.3)	(1,698.9)	(1,914.9)	(886.5%)		**(1,698.9)**	(1,914.8)	(886.5%)	0.8	0.0%	3.3	(0.2%)
Pre-Hospital Emergency Care	72,303.7	75,923.9	(117.6)	75,806.2	3,502.5	4.8%	3,228.2	**79,034.4**	6,730.7	9.3%	648.1	0.8%	(536.1)	(0.7%)
Total Net Exp.	72,519.7	74,443.8	(118.1)	74,325.7	1,806.0	2.5%	3,228.2	**77,553.9**	5,034.2	6.9%	642.5	0.8%	(535.3)	(0.7%)
Approved Positions	1,177.5	1,176.7		1,176.7	(0.8)	(0.1%)	59.0	**1,235.7**						

The **Emergency Medical Care** services provide emergency and preventative care to the people of Toronto through activities such as pre-hospital emergency care, inter-facility patient transport services and mass casualty care.

The 2016 Operating Budget for Emergency Medical Care of $175.224 million gross and $77.554 million net is $5.034 million or 6.9% over the 2015 Approved Net Budget.

Base budget pressures in Emergency Medical Care are primarily due to known salaries and benefit adjustments and inflation increases for non-salary accounts. In addition to pressures common amongst all services, Emergency Medical Care is particularly experiencing pressures related to the following:

- Increased contribution of $0.775 million to the equipment reserve and $0.180 million to the vehicle reserve to ensure replacement of power stretchers and defibrillators based on the replacement schedule for medical equipment and new ambulances.
- Increase in funding of $0.176 million for WSIB claim payments to align with actual experience,
- Increase in divisional charges for the security maintenance of all ambulance stations ($0.203 million) as the warranty of the new station security system expired in 2015.
- The 2016 Operating Budget includes new funding of $3.228 million for 59 new positions (57 Paramedics and 2 Superintendent Operations) that will assist PS in meeting the increased emergency call demands and maintain/improve its response time to life-threatening emergency calls (64.4% in 2014) to 68%.

In order to offset the above pressures, the 2016 service changes for Emergency Medical Care consists of base expenditure savings of $0.120 million net and service efficiency savings of $0.118 million net as detailed below:

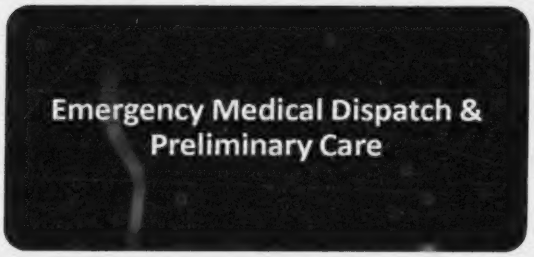
Base Budget (savings of $0.120 million gross and net)

- Expenditures of $0.120 million net have been reduced based on a line by line review of recent spending and considering future requirements.

Service Efficiency (Savings of $0.236 million gross $0.118 million net)

- PS instituted several initiatives to reduce overtime without impacting front-line service delivery. This includes: shift scheduling changes to better match staffing to call demand (i.e., improved start/end times on weekdays and better weekend coverage); hiring of part time paramedics; hourly monitoring of call demand especially on weekdays to minimize overtime call-in; reduced supervisory overtime; regular monitoring of high overtime earners; etc.
    - As a result despite the increase in emergency patient transports, overtime costs are projected to be reduced by $0.092 million net in 2016.
- Due to a change in procedure regarding the delivery of oxygen to patients, the PS' oxygen requirement has declined resulting in efficiency savings of $0.026 million net.

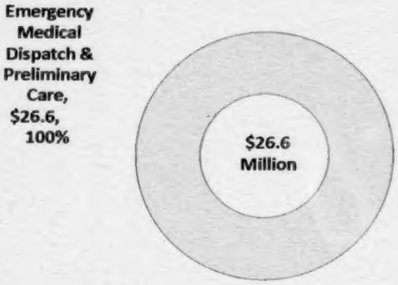
Emergency Medical Dispatch & Preliminary Care


Emergency Medical Dispatch & Preliminary Care

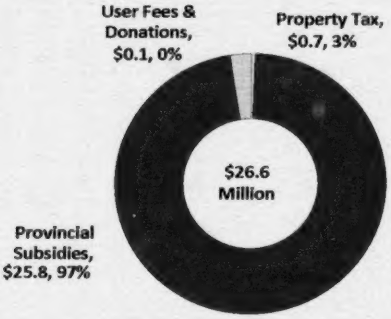
What We Do

- Provide immediate access to dispatch life support instructions through Toronto's Central Ambulance Communications Centre prior to paramedic arrival.

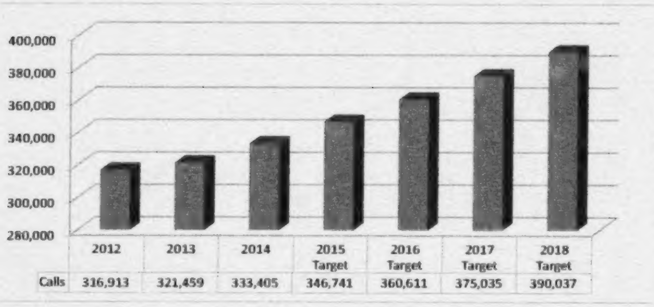
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Calls Processed



- The number of emergency calls to be processed is projected to increase at a rate of 4% per year.
- Emergency Calls rise as Toronto's population grows.
- An aging population also contributes to the increased number of Emergency Calls received.

2016 Service Levels

Emergency Medical Dispatch & Preliminary Care

Activity	Type	Sub-Type	Status	Service Levels					
				2011	2012	2013	2014	2015	2016
Emergency Medical Dispatch & Preliminary Care	Length of time in minutes to process life threatening calls 90% of the time		Approved	New in 2016					During 2016, Toronto PS expects to process life threatening calls 90% of the time in **3.0** minutes
			Actual	N/A	N/A	N/A	N/A		
	Number of Calls Processed		Approved	New in 2016					In 2016, Toronto PS expects to process **360,611** calls
			Actual	N/A	316,913	321,459	333,405		
	Percentage of time a life threatening call is processed within 2 minutes		Approved	New in 2014			Toronto PS targeted to process a life threatening call within 2 minutes 70% of the time	Toronto PS targeted to process a life threatening call within 2 minutes **72%** of the time	**Replaced - See above**
			Actual	64.6%	66.8%	66.9%			
	Number of Emergency Calls Processed		Approved	New in 2014			In 2014, Toronto PS expects to process 315,212 Emergency Calls	In 2015, Toronto PS expects to process **329,396** Emergency Calls	**Replaced - See above**
			Actual	252,029	297,228	301,638	Unavailable		

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

As the emergency call demands are anticipated to increase by 4% annually, PS anticipates an increase in emergency calls processed.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Emergency Medical Dispatch & Preliminary Care	26,561.3	26,653.7	(16.5)	26,637.3	76.0	0.3%		26,637.3	76.0	0.3%	34.5	0.1%	1,576.7	5.9%
Total Gross Exp.	26,561.3	26,653.7	(16.5)	26,637.3	76.0	0.3%		26,637.3	76.0	0.3%	34.5	0.1%	1,576.7	5.9%
REVENUE														
Emergency Medical Dispatch & Preliminary Care	26,106.5	25,958.2	(8.2)	25,950.0	(156.5)	(0.6%)		25,950.0	(156.5)	(0.6%)	0.1	0.0%	0.1	0.0%
Total Revenues	26,106.5	25,958.2	(8.2)	25,950.0	(156.5)	(0.6%)		25,950.0	(156.5)	(0.6%)	0.1	0.0%	0.1	0.0%
NET EXP.														
Emergency Medical Dispatch & Preliminary Care	454.8	695.5	(8.2)	687.3	232.5	51.1%		687.3	232.5	51.1%	34.4	5.0%	1,576.6	218.5%
Total Net Exp.	454.8	695.5	(8.2)	687.3	232.5	51.1%		687.3	232.5	51.1%	34.4	5.0%	1,576.6	218.5%
Approved Positions	188.5	189.6		189.6	1.1	0.6%		189.6	1.1					

The **Emergency Medical Dispatch and Preliminary Care** service is the initial access point to City of Toronto's emergency health services system for victims of illness or injury through its Central Ambulance Communication Centre (CACC). PS provides ambulance communication services that are seamless, integrated, accountable, accessible and responsive to the emergency requirements of the City of Toronto residents.

The 2016 Operating Budget for **Emergency Medical Dispatch and Preliminary Care** of $26.637 million gross and $0.687 million net is $0.232 million or 51.1% over the 2015 Approved Net Budget.

Base budget pressures in Emergency Medical Dispatch and Preliminary Care are primarily due to salary and benefit adjustments and increase in funding of $0.124 million for WSIB claim payments to align with actual experience.

To help mitigate the above base pressures, savings of $0.049 million gross and net were achieved resulting from a line by line review of recent spending and considering future requirements of all non-payroll accounts and service efficiency reduction of $0.017 million gross and $0.008 million net to reflect the reduction in overtime due to shift scheduling changes.

A number of technical revenue adjustments within all three services re-aligned gross expenditures and Provincial revenues to reflect the cost of service delivery with no overall impact.

Toronto Paramedic Services

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Paramedic Services (PS) is responsible for providing 24-hour emergency pre-hospital and out-of-hospital medical care and transportation to individuals experiencing injury or illness.

Toronto Paramedic Services operates out of 47 locations including 5 service district centres, and the Toronto Paramedic Services' headquarters that have a total area of just over 291,566 sq. ft. and an estimated replacement value of $123.592 million.

The 10-Year Capital Plan of $71.534 million provides funding for the construction of 2 new multi-function stations and the land purchase of the 3rd multi-function station to provide multi-function facilities that will facilitate greater efficiencies and improve flexibility to respond to system demands, the purchase of additional ambulances to address increased service demands, equipment replacements, and the purchase of power stretchers expected to ease the physical strain for paramedics lifting patients into and out of ambulances which will help reduce musculoskeletal injuries.

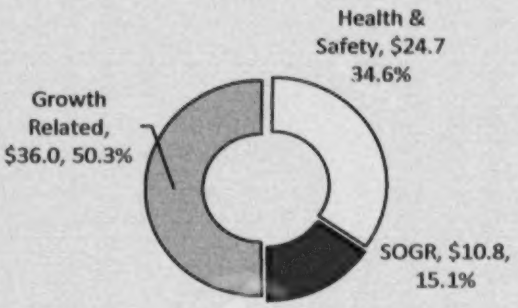
2016 Capital Budget Highlights

The 2016 Capital Budget for Toronto Paramedic Services of $17.260 million, excluding carry forward funding, will:

- ✓ Continue the purchase of new power stretchers ($2.850 million), cardiac monitor defibrillators ($2.950 million) and the construction of the Northwest Multi-function station project ($7.450 million).
- ✓ Continue the replacement purchase of medical equipment (stair chairs, regular stretchers, spine boards, etc) and mobile data equipment installed in approximately 27 ambulances replaced every year ($0.610 million).
- ✓ Begin the Paramedic Services Infrastructure Study to evaluate the potential operational efficiencies and capital savings with the multi-function station delivery service model ($0.100 million).
- ✓ Begin the replacement purchase of 200 portable radios ($0.500 million) and 200 ambulance radios ($1.000 million) that will be compatible with the new radio infrastructure system shared with Toronto Police Service and Toronto Fire Service.
- ✓ Begin the purchase of 20 new chassis for ambulance vehicles to address increased service demands (1.800 million).

Capital Spending and Financing

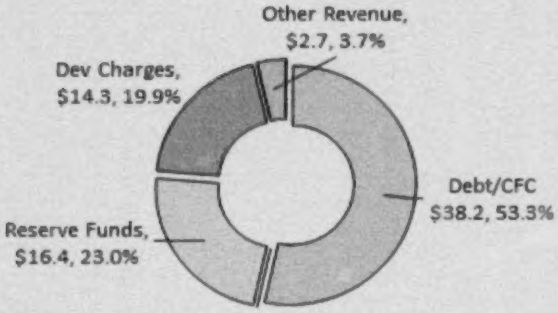
2016-2025 Capital Budget and Plan by Expenditures Category



$71.534 Million

2016-2025 Capital Budget and Plan

by Funding Source



$71.534 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $71.534 million provides funding for:

- Health & Safety projects including the purchase of 200 power stretchers and the lifecycle replacement of portable radios, cardiac monitor defibrillators and automatic external defibrillators (AEDs).
- State of Good Repair projects include the annual replacement of mobile data communications hardware and software, ambulance radios, the dispatch console system, and medical equipment.
- Growth Related projects include the construction of 3 multi-function station projects, the purchase of additional ambulances, and a paramedic infrastructure study to evaluate operating efficiencies and cost savings associated with the multi-function station service delivery model.

Where does the money come from?

The 10-Year Capital Plan is funded by 4 major sources:

- New debt funding of $38.150 million comprises 53.3% of total funding which meets the debt guideline over the 10-year planning period.
- Development Charge funding of $14.260 million or 19.9% based on the portion of projects that are eligible.
- Reserve Funding of $16.449 million or 23.0% will be provided from the Equipment Reserve Fund.

Other Revenues of $2.675 million or 3.7% which reflects the trade-in value of older model defibrillators and Metrolinx funding for the Northwest District Multi-Function Station project.

State of Good Repair Backlog

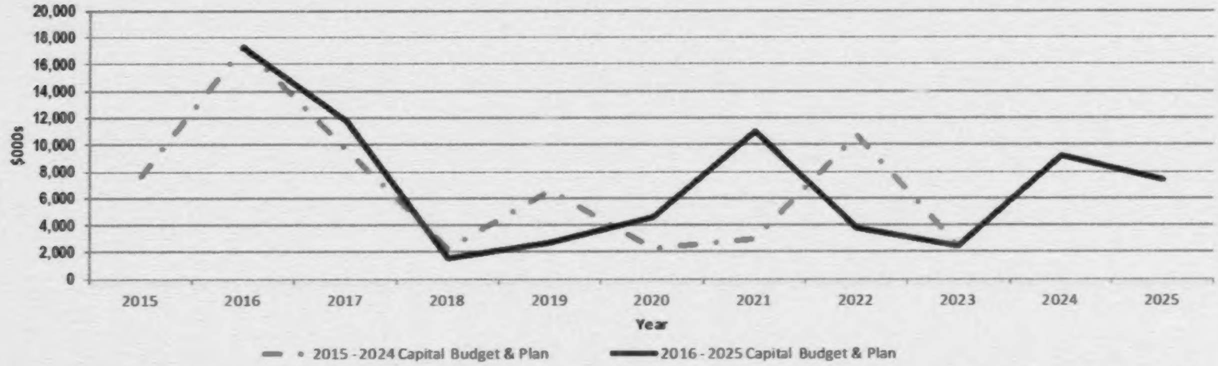
The 10-Year Capital Plan does not include funding to address the state of good repair (SOGR) backlog for Toronto Paramedic Services' facilities. Asset management capital funding for existing ambulance stations and buildings was transferred to Facilities Management & Real Estate (FM&RE) in 2010 to ensure that consistency in maintenance standards are applied to all City facilities.

There is no state of good repair backlog for the replacement of equipment used by paramedics as these are replaced according to PS' Equipment Replacement schedule which is required to maintain regulatory compliance with the Ministry of Health and Long Term Care ensuring service continuity, staff and patient safety.

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan is $0.411 million higher than the total capital funding from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $0.411 million or 0.6% increase in the Capital Program on an annual basis from 2015 to 2025.



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	7,685	17,360	9,630	2,257	6,606	2,285	2,980	10,700	2,450	9,170		**71,123**
2016 - 2025 Capital Budget & Plan		17,260	11,780	1,542	2,677	4,630	10,930	3,750	2,450	9,170	7,345	71,534
Change %		**(0.6%)**	**22.3%**	**(31.7%)**	**(59.5%)**	**102.6%**	**266.8%**	**(65.0%)**	**0.0%**	**0.0%**		**0.6%**
Change $		**(100)**	**2,150**	**(715)**	**(3,929)**	**2,345**	**7,950**	**(6,950)**	**0**	**0**		**411**

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)

($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	440,091	371,695	433,108	428,499	411,039	410,066	416,265	406,319	342,859	341,171		**4,001,112**
2016 - 2025 Capital Budget & Plan		336,436	358,187	344,311	339,777	326,024	289,755	294,879	2,406,729	307,261	274,710	**5,278,069**
Change %		(9.5%)	(17.3%)	(19.6%)	(17.3%)	(20.5%)	(30.4%)	(27.4%)	602.0%	(9.9%)		**31.9%**
Change $		(35,259)	(74,921)	(84,188)	(71,262)	(84,042)	(126,510)	(111,440)	2,063,870	(33,910)		**1,276,957**

As shown in the chart above, the increase of $0.411 million in PS' Capital Program is mainly due to an increase in project cost for the purchase of ambulance vehicles and the addition of a new project, Paramedic Services Infrastructure Study. The cash flow adjustments in 2016 are primarily due to 3 projects where funding previously planned in 2016 were deferred to 2017 based on updated information and previous purchasing experience. Between 2019 to 2022, the significant shift in funding is attributed to a revised construction schedule for the Multi-function Station #2 project.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the recommended $0.751 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Toronto Paramedic Services projects based on the following factors:

- ✓ PS long term facility strategy of moving towards a multi-function station service delivery model requires funding of $0.905 million for two new projects that will evaluate the operating efficiencies and cost savings of larger stations as well as address the long term plan of replacing current ambulance stations with smaller touchdown posts spread across the City to reduce response time.

- ✓ The purchase of additional ambulance vehicles at a cost of $0.501 million to accommodate the projected increase of emergency call demand and increased staff resources for deployment that will be better positioned throughout the day to arrive at an emergency in less time.
- ✓ Re-alignment of funding for the 2nd multi-function station as a City-owned property has been identified that meets the requirements for a multi-function station and funding for the purchase of land has been allocated towards expansion of the facility.
- ✓ Changes to the timing of cash flow funding estimates based on previous spending rates and actual experience.

A summary of project changes for the years 2016 to 2024 totalling $0.751 million are provided in Table 2 below:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Portable Radio Replacements		500	500									**1,000**	1,000
Public Access Defibrillator Program			140	140	662							**942**	942
Defibrillator Replacement Purchases	2,950	2,950	1,100							2,240	2,240	**8,530**	11,480
Power Stretchers	150	2,850	5,000									**7,850**	8,000
Power Stretchers Replacements								1,600	1,600	1,600	1,600	**6,400**	6,400
Sub-Total		**6,300**	**6,740**	**140**	**662**			**1,600**	**1,600**	**3,840**	**3,840**	**24,722**	**27,822**
State of Good Repair													
Mobile Data Communications-2016		300										**300**	300
Mobile Data Communications			300	500	300	300	300	300	300	500	300	**3,100**	3,100
Dispatch Console Replacement			1,500									**1,500**	1,500
Ambulance Radio Replacement		1,000	500			1,000						**2,500**	2,500
Medical Equipment Replacement		310										**310**	310
Medical Equipment Replacement			330	330	330	330	330	350	350	375	375	**3,100**	3,100
Sub-Total		**1,610**	**2,630**	**830**	**630**	**1,630**	**630**	**650**	**650**	**875**	**675**	**10,810**	**10,810**
Growth Related													
NW District Multi-function Station	7,055	7,450	1,000									**8,450**	15,505
Multi-function Station #2					655	3,000	10,300	1,500				**15,455**	15,455
Additional Ambulance (2016; 2017-2019)		1,800	1,260	572	730							**4,362**	4,362
Multi-function Station #3										4,000	1,485	**5,485**	5,485
Ambulance Post Program									200	455	1,345	**2,000**	2,000
Paramedic Services Infrastructure Study		100	150									**250**	250
Sub-Total		**9,350**	**2,410**	**572**	**1,385**	**3,000**	**10,300**	**1,500**	**200**	**4,455**	**2,830**	**36,002**	**43,057**
Total Expenditures by Category (excluding carry forward)		**17,260**	**11,780**	**1,542**	**2,677**	**4,630**	**10,930**	**3,750**	**2,450**	**9,170**	**7,345**	**71,534**	**81,689**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2015, excluding ongoing capital projects (i.e. Mobile Data Communications, Medical Equipment Replacement projects.)

10-Year Capital Plan: Net Operating Budget Impact

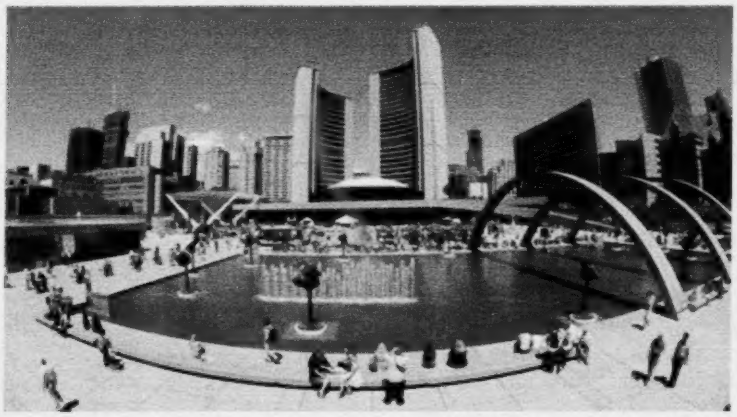
Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Power Stretchers	225.0		112.5		(112.5)						225.0		225.0	
NW District Multi-function Station			90.0		(45.0)						45.0		45.0	
40 New Defibrillators	175.0		(88.0)								87.0		87.0	
New Projects - 2016														
Additional Ambulance	180.0		(90.0)								90.0		90.0	
New Projects - Future Years														
Multi-function Station #2													60.0	
Additional Ambulance			346.0		28.0		39.0		13.0		426.0		384.0	
Total (Net)	**580.0**		**370.5**		**(129.5)**		**39.0**		**13.0**		**873.0**		**891.0**	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.891 million net over the 2016 – 2025 period, as shown in the table above.

Operating & Capital Budget Summaries for City Programs and Agencies:

City Building and Infrastructure Services



City Planning

2016 OPERATING BUDGET OVERVIEW

City Planning helps to guide and manage the City's growth and physical form, and the effects on the social, economic and natural environment while striving to enhance the quality of life for Toronto's diverse residential and business communities.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $43.310 million gross and $15.328 million net as shown below.

(in $000's)	2015 Budget	2016 Budget	Change $	Change %
Gross Expenditures	43,076.1	43,309.8	233.7	0.8%
Gross Revenues	27,477.2	27,982.3	505.1	1.8%
Net Expenditures	**15,598.9**	**15,327.5**	**(271.4)**	**(1.7%)**

For 2016, City Planning identified $0.222 million in opening base budget pressures primarily arising from increased staffing step and salary costs as well as the full year impact of 8 positions added as part of the 2015 Approved Operating Budget.

The Program was able to offset these pressures through inflationary increases to development application fees, which will ensure that City planning maintains full cost recovery of services provided.

Fast Facts

- 294 reports to Committees and Council
- 420 planning applications
- 3,336 Committee of Adjustment applications
- 1,700+ heritage permit applications
- 291 community consultations engaging over 15,000 individuals
- 98 competitions resulting new hires and promotions across all functional groups
- 27 project reviews by the Design Review Panel

2016 Operating Budget Highlights

- The 2016 Operating Budget for City Planning of $43.3 million in gross expenditures provides funding for two services: City Building & Policy Development and Development Review, Decision & Implementation.
- The Program has achieved a 1.7% net decrease from the 2015 Approved Budget, exceeding the budget target of a 1% decrease. Measures taken to accomplish this were based on the following criteria:
  - ✓ The identification of sustainable, on-going savings including line by line reductions ($0.014 million);
  - ✓ Stable revenue adjustments to Development Application fees ($0.480 million); and
  - ✓ Target achievement without impacting Council approved Service Levels

2015 Key Service Accomplishments

In 2015, City Planning accomplished the following:

- ✓ Advanced the Official Plan and Municipal Comprehensive Reviews, including Council approval of environment and neighbourhood policies. Previously adopted OPA 199 on heritage policies was brought into force in May, 2015
- ✓ Case management of large projects including: 1 Bloor West, Honest Ed's and Mirvish Village (571 to 597 Bloor Street West, 738 to 782 Bathurst Street, 26 to 38 Lennox Street, 581 to 603 and 588 to 612 Markham Street), and 410 Front Street West (The Well).
- ✓ Reviewed applications for alterations to Heritage Buildings for a growing inventory.
- ✓ Completion of several Area Studies, including Ellesmere East Employment Node Study, Tippet Road Regeneration Area Study, St. Clair Avenue West Area Specific Policy Review, Downtown East Official Plan Amendment, Kensington Market Restaurant and Bar Study, and Bathurst Quay Precinct Plan – Phase 1.
- ✓ Completed (and projected completions) of five Heritage Conservation District Studies or Plans in 2015 (Yonge Street HCD Study & Plan, Madison Avenue HCD Plan, St. Lawrence HCD Plan, Garden District HCD Plan).
- Interim milestone reached on TOcore: Planning Toronto's Downtown through Council adoption of Phase 1 Summary Report.
- ✓ Undertook a range of public consultation initiatives
- ✓ Completed the 2015 Toronto Employment Survey
- ✓ Significant progress on key city-wide Urban Design initiatives, including the Mid-Rise Building Performance Standards Monitoring and Townhouse and Low-rise Apartment Building Guidelines. Advancement of site-specific Urban Design Guidelines, including Forest Hill Urban Design Guidelines and Bayview Townhouse Guidelines.

Our Service Deliverables for 2016

City Planning offers growth and City's physical change while seeking to enhance the quality of life for Toronto's diverse residential and business communities

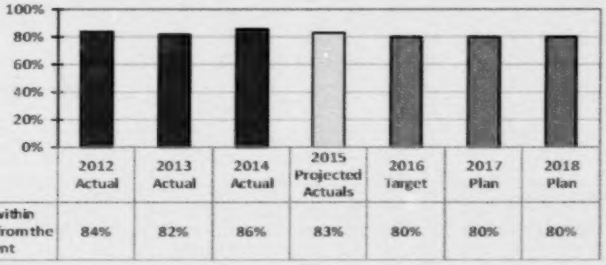
The 2016 Operating Budget will enable City Planning to:

- Continue to process development applications that contribute to the health, growth and tax base of the City.
- Implement legislative changes under the Planning Act, Ontario Heritage Act and the City of Toronto Act, and respond to emerging policy changes, such as provincial policy statements, etc.
- Finalize the Zoning By-law Project, including addressing Ontario Municipal Board appeals and implementation.
- Undertake significant transportation and transit initiatives including: Travel Demand Forecasting, Relief Line Assessment Study, Scarborough Subway Extension, SmartTrack, Feeling Congested Official Plan Review of Transportation Policies, and Metrolinx Big Move Plan Review and Update.
- Undertake major revitalization initiatives/studies, including Dufferin Street and Wilson Regeneration Area Study.
- Undertake area-based studies including Queen Street East Leslie Street to Coxwell Avenue Planning Study, Humbertown Land Use Review – Phase 2, and South of Eastern Strategic Direction (Phase 1).
- Respond to increased demand for Heritage Conservation District studies and plans.

Trends

- In 2015, the percentage of development occurring within targeted growth areas resulting from the Official Plan policy alignment remained consistent with previous years.
- The Program continues to anticipate a high level of planned growth in 2016, reflected in the target to achieve 80% adherence.
- It is anticipated that this trend, will continue into 2017 and future years

% of Development Occuring within Targeted Growth Areas (Resulting from OP Policy)

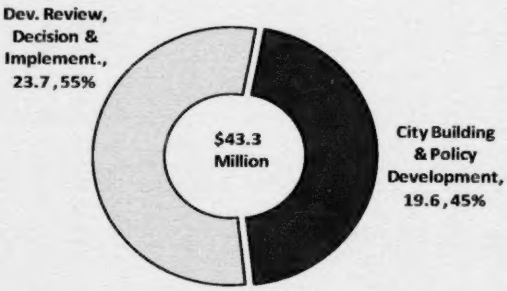


	2012 Actual	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
% of development occurring within targeted growth areas resulting from the Official Plan policy alignment	84%	82%	86%	83%	80%	80%	80%

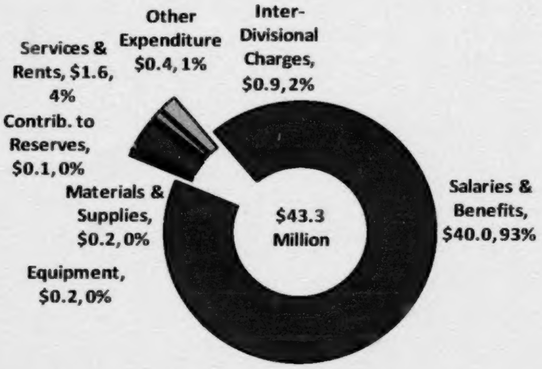
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

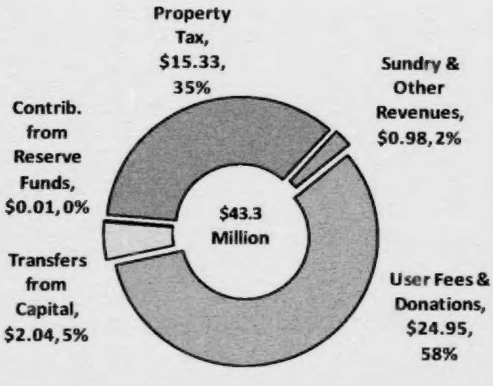


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Increased Service Demand** – As part of the 2014 Budget process, Council approved 5 additional Avenue/Area studies each year and 5 additional Heritage Conservation District (HCD) Studies/Plans per year from 2015 onwards.
  - ✓ To achieve this increased level of service, 12 additional positions were approved as part of the 2014 Operating Budget and a further 8 positions were approved in 2015.
  - ✓ The 2016 Operating Budget includes funding of $0.375 million for the annualized impact arising from the increase of 8 positions in 2015 to deliver this level of service.
- **Bill 73 Amendments: Smart Growth for Our communities** - Responding to the needs imposed by legislative changes (Bill 73) requiring additional public accountability and transparency with regard to Section 37 community benefit contributions and expenditures.
  - ✓ The 2016 Operating Budget includes funding of $0.079 million gross and $0 net for a new Project Coordinator position to respond to the enhanced Section 37 community benefit reporting requirements.
  - ✓ In addition, one more position is created in Financial Planning Division for a total of $0.089 million gross and $0 net to help address the above requirements.

Program Map

City Planning

To guide and manage the City's physical change and growth, and the effects on the social, economic and natural environment while seeking to enhance the quality of life for Toronto's diverse residential and business communities.

Development Review, Decision & Implementation

Purpose:
Review development applications to ensure desirable development through public consultation and timely review process, while ensuring the implementation of Council policies and applying relevant provincial regulations and plans.

City Building & Policy Development

Purpose:
Improves the built environment, the integration of land use and transportation, the natural environment, the optimization of the City's waterfront assets, the partnership with planning agencies and other orders of Government, the quality and accessibility of human services and Toronto's economic health, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.

Legend:
▭ Program
▭ Activity
▭ Service

Service Customer

Development Review, Decision & Implementation
- Property Owner(s)
- Community
- Interest Groups
- Applicants
- Business Community
- Residents
- Visitors
- Corporation

City Building & Policy Development
- Property Owner(s)
- Community
- Interest Groups
- Applicants
- Business Community
- Residents
- Visitors
- Corporation

Table 1

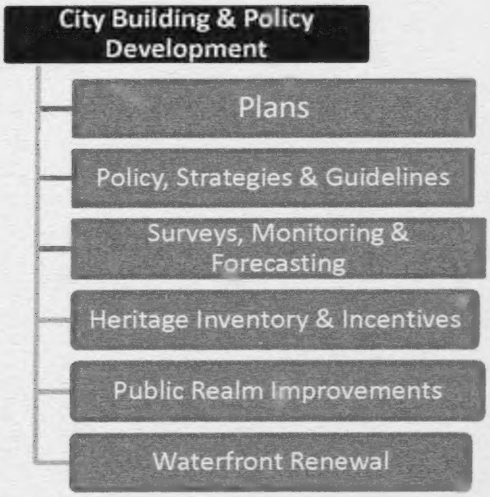
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
City Building & Policy Development											
Gross Expenditures	18,871.8	18,792.3	19,585.3	39.7	19,625.0	753.1	4.0%	(23.2)	(0.1%)	168.6	0.9%
Revenue	3,310.8	3,310.8	2,975.8	39.7	3,015.5	(295.3)	(8.9%)	20.8	0.7%	0.2	0.0%
Net Expenditures	15,561.0	15,481.4	16,609.4	0.0	16,609.4	1,048.5	6.7%	(44.0)	(0.3%)	168.4	1.0%
Development Review, Decision & Implementation											
Gross Expenditures	24,204.3	24,102.2	23,645.1	39.7	23,684.8	(519.5)	(2.1%)	215.5	0.9%	222.1	0.9%
Revenue	24,166.4	25,566.4	24,927.1	39.7	24,966.8	800.4	3.3%	20.8	0.1%	0.2	0.0%
Net Expenditures	37.9	(1,464.2)	(1,282.1)	0.0	(1,282.1)	(1,319.9)	(3483.7%)	194.7	(15.2%)	221.9	(20.4%)
Total											
Gross Expenditures	43,076.1	42,894.5	43,230.4	79.4	43,309.8	233.7	0.5%	192.3	0.4%	390.7	0.9%
Revenue	27,477.2	28,877.2	27,902.9	79.4	27,982.3	505.1	1.8%	41.6	0.1%	0.5	0.0%
Total Net Expenditures	15,598.9	14,017.3	15,327.5	0.0	15,327.5	(271.4)	(1.7%)	150.7	1.0%	390.2	2.5%
Approved Positions	373.0	359.0	371.0	1.0	372.0	(1.0)	(0.3%)	(0.0)	(0.0%)	(0.0)	0.0%

The City Planning's 2016 Operating Budget is $43.310 million gross and $15.328 million net, representing a 1.7% decrease to the 2015 Approved Net Operating Budget, which exceeds the reduction target of -1% as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to the annualized impact of the 8.0 positions added as part of the 2015 Budget process ($0.375 million) and inflationary increases in salary and benefit costs ($0.105).
- These pressures have been fully offset by inflationary increases to user fees that are budgeted to generate an additional $0.480 million in revenue in 2016.
- The 2016 Operating Budget includes funding of $0.079 million gross and $0 net for 1.0 Project Coordinator position to provide additional public accountability and transparency with regard to Section 37 benefit contributions and expenditures.
- Approval of the 2016 Operating Budget will result in City Planning reducing its total staff complement by 1.0 position from 373.0 to 372.0.
- The 2017 and 2018 Plan increases are mainly attributable to cost increases for progression pay, step and fringe benefits totaling $0.151 million and $0.390 million respectively.

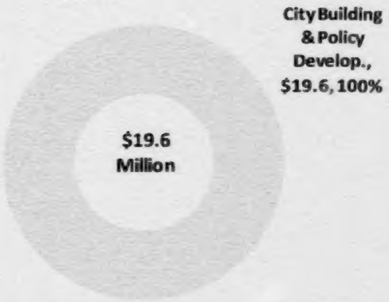
City Building & Policy Development


City Building & Policy Development
Plans
Policy, Strategies & Guidelines
Surveys, Monitoring & Forecasting
Heritage Inventory & Incentives
Public Realm Improvements
Waterfront Renewal

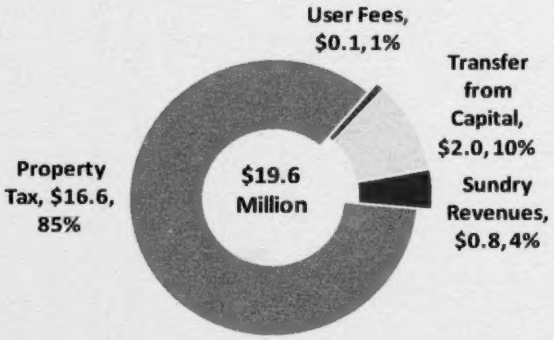
What We Do

- Improve the built and natural environment, the integration of land use and transportation, the optimization of the City's waterfront assets, access to community services and facilities, foundation for a strong and diverse economic base, conservation of heritage resources, design of "Special Places" as part of the public realm infrastructure, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.

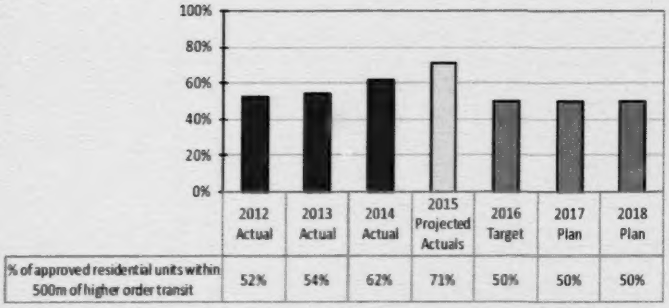
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Approved Residential Units within 500 m of Higher Order Transit



	2012 Actual	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
% of approved residential units within 500m of higher order transit	52%	54%	62%	71%	50%	50%	50%

- In keeping with the objective of the service to integrate land use and transportation, City Planning targets to achieve 50% of approved residential units to be within 500m of higher order transit.
- As reflected in the 2015 actual experience, City Planning is projecting to exceed this target.
- The 2016 and future year plans remain at a 50% target.

2016 Service Levels

City Building and Policy Development

Activity	Sub-Activity/Type		2013	2014	2015	2016
Judicial Boards & Commission Appearances	Attendance at Judicial Boards & Commissions (eg. Ontario Municipal Board)	Approved	100% of Ontario Municipal Board hearings requiring City Planning attendance are fulfilled.		100% of Ontario Municipal Board hearings requiring City Planning attendance are	100% of Ontario Municipal Board hearings requiring City Planning attendance are fulfilled.
	Attendance at Judicial Boards & Commissions (eg. Heritage Review Board)	Approved	100% of hearings requiring City Planning attendance are fulfilled.		100% of hearings requiring City Planning attendance are fulfilled.	100% of hearings requiring City Planning attendance are fulfilled.
Public engagement and information facilitation	Community Consultation Meetings & Working Group	Approved	100% of all meetings required are coordinated and attended		100% of all meetings required are coordinated and attended	100% of all meetings required are coordinated and attended
Teams, task forces, and committee guidance and participation		Approved	Provide City Planning representation at 100% of teams, task forces and committee meetings/activities		Provide City Planning representation at 100% of teams, task forces and committee	Provide City Planning representation at 100% of teams, task forces and committee meetings/activities
Heritage Designations & Listings		Approved	Evaluate and make recommendations for eligible properties that have Planning Act applications, or they are nominated by Council, the Community Preservation Panels and the public.		Evaluate and make recommendations for eligible properties that have Planning Act applications, or they are nominated by Council, the Community Preservation Panels and the public.	Evaluate and make recommendations for eligible properties that have Planning Act applications, or they are nominated by Council, the Community Preservation Panels and the public.
Heritage Tax Rebate Program		Approved	Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners.		Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners.	Review and process all eligible applications for MPAC and Revenue Services. Pay out rebates to property owners.
Heritage Grant Program		Approved	Review all applications and present eligible ones to evaluation committee		Review all applications and present eligible ones to evaluation committee	Review all applications and present eligible ones to evaluation committee
Places		Approved	12 public spaces 100% of the time		12 public spaces 100% of the time	12 public spaces 100% of the time
Civic Design Service for Infrastructure Improvements		Approved	10 Infrastructure improvement projects 90% of the time	10 Infrastructure improvement projects	10 Infrastructure improvement projects	10 Infrastructure improvement projects
Official Plan Policies (city-wide & local)	City-wide	Approved	Official Plan in force 2006, Official Plan Review 2011 - 2013		Official Plan in force 2006, Official Plan Review 2011 - 2013	Official Plan in force 2006, Official Plan Review 2011 - 2013
	Local	Approved	As directed by Council		As directed by Council	As directed by Council
	Comprehensive Zoning By-law (Development & Maintenance)	Approved	Undertake comprehensive Zoning By-law Review		Undertake comprehensive Zoning By-law Review	Undertake comprehensive Zoning By-law Review
Implementation Plans, Studies & Guidelines	Secondary Plan Study	Approved	1 Secondary Plan	Complete 18 city building studies / Complete 75% of the city building studies to the timeline identified to the community or approved by Council	Complete 18 city building studies / Complete 75% of the city building studies to	Complete 18 city building studies / Complete 75% of the city building studies to the timeline identified to the
	Avenue Studies	Approved	2 Avenue Studies			
	Area Studies	Approved	Completed 8 Area			
	Environmental Assessments	Approved	Complete 1 per year			
	Transportation Master Plan	Approved	Complete 1 per year			
	Heritage Management Plan	Approved	Heritage Management Plan completed and reviewed		Heritage Management Plan completed and reviewed	Heritage Management Plan completed and reviewed
	Heritage Conservation District Studies	Approved	Create standardized procedure and create plans for adoption with Community and Consultant	Complete 3 HCD Studies and/or Plans, and initiate 3 new HCD Studies when 3 studies completed	Complete 3 HCD Studies and/or Plans, and initiate 3 new HCD Studies when 3 studies completed	**Complete 5 HCD Studies and/or Plans, and initiate 5 new HCD Studies when 5 studies completed**
	Archaeological Master Plan	Approved	Prepare maps, policy and requirements for archaeological screening in phases over 5 years		Prepare maps, policy and requirements for archaeological screening in phases over 5 years	Prepare maps, policy and requirements for archaeological screening in phases over 5 years

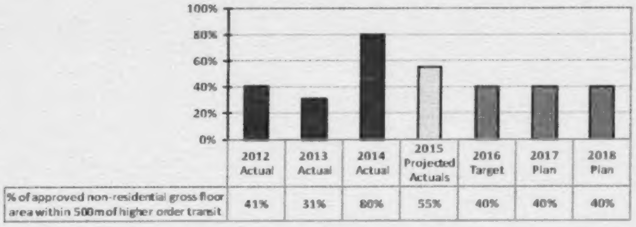
Activity	Sub-Activity/Type		2013	2014	2015	2016
Implementation Plans, Studies & Guidelines	Community Improvement Plans	Approved	Complete 2 C.I.P.'s		Complete 2 C.I.P.'s	Complete 2 C.I.P.'s
	Community Services & Facility Studies and Strategies	Approved	Ongoing studies 8; new 4; application review 11		Ongoing studies 8; new 4; application review 11	Ongoing studies 8; new 4; application review 11
	City-wide Urban Design Guidelines	Approved	1 City-wide Urban Design Guideline / year 90% of the time	1 City-wide Urban Design Guideline or Review	1 City-wide Urban Design Guideline or Review	1 City-wide Urban Design Guideline or Review
	Site-specific Urban Design Guidelines	Approved	4 Site-specific Urban Design Guidelines / year		4 Site-specific Urban Design Guidelines / year	4 Site-specific Urban Design Guidelines / year
	Toronto Green Standard	Approved	Council Mandated / City By-Law		Council Mandated / City By-Law	Council Mandated / City By-Law
Inter-regional / Inter-governmental	Legislative Change	Approved	Prepare policy recommendations for Council on legislative proposals		Prepare policy recommendations for Council on legislative proposals	Prepare policy recommendations for Council on legislative proposals
	Provincial Plans & Policy	Approved	Prepare policy recommendations for Council on new or proposed changes to, provincial plans		Prepare policy recommendations for Council on new or proposed changes to, provincial plans	Prepare policy recommendations for Council on new or proposed changes to, provincial plans
	Transportation Planning	Approved	Represent the City of Toronto on Regional Transportation Planning Issues, report to City Council when required. Attend tribunals to support City Council Decisions when necessary.		Represent the City of Toronto on Regional Transportation Planning Issues, report to City Council when required. Attend tribunals to support City Council Decisions when necessary.	Represent the City of Toronto on Regional Transportation Planning Issues, report to City Council when required. Attend tribunals to support City Council Decisions when necessary.
	Adjacent Municipalities	Approved	Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.		Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.	Prepare policy recommendations for Council on impacts of new plans or development activity in neighbouring municipalities.
Surveys	Employment Survey	Approved	100% survey completion within timeframes		100% survey completion within timeframes	100% survey completion within timeframes
	Resident Surveys	Approved	Surveys currently being conducted as part of Official Plan Review		Surveys currently being conducted as part of Official Plan Review	Surveys currently being conducted as part of Official Plan Review
	Transportation Surveys	Approved	Surveys being conducted as part of 5-year Official Plan Review		Surveys being conducted as part of 5-year Official Plan Review	Surveys being conducted as part of 5-year Official Plan Review
	Transportation Tomorrow Survey	Approved	Data collected is essential to ongoing monitoring of the Official Plan and other Council policies		Data collected is essential to ongoing monitoring of the Official Plan and other Council policies	Data collected is essential to ongoing monitoring of the Official Plan and other Council policies
Monitoring	Demographic, Economic, Social, Environmental	Approved	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs		Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs
	Regional Growth Patterns	Approved	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs		Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs

Activity	Sub-Activity/Type		2013	2014	2015	2016
Monitoring	Development Activity (city-wide & regional)	Approved	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs		Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs	Analysis forms part of periodic policy reviews as well as the 5-year Official Plan Review and in addition to periodic assessments of various city programs
	Section 37 Tracking	Approved	Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions		Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions	Track Section 37 and Section 45 applications; produce database reports; respond to inquiries and motions
Forecasting	Population Projections	Approved	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.		Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Employment Projections	Approved	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.		Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Housing Capacity Assessment	Approved	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.		Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Employment Land Assessment	Approved	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.		Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.	Projections fundamental to the 5-year Official Plan Review as well as to various capital budget and infrastructure planning by all City departments.
	Transportation Demand Forecasting for all City and TTC Environmental Assessments	Approved	Travel Demand forecast essential to the Environmental Assessment process.		Travel Demand forecast essential to the Environmental Assessment process.	Travel Demand forecast essential to the Environmental Assessment process.
Waterfront Project	Tri-government / Waterfront Toronto partnership	Approved	As required by the Act and City Council		As required by the Act and City Council	As required by the Act and City Council
	Financial Management of Tri-government commitment	Approved	As required by the Act and City Council		As required by the Act and City Council	As required by the Act and City Council
	Waterfront Capital Project Management	Approved	Compliance with Contribution Agreement		Compliance with Contribution Agreement	Compliance with Contribution Agreement
	Waterfront Municipal Ownership Transfer	Approved	Compliance with Contribution Agreement and business transactional requirements		Compliance with Contribution Agreement and business transactional requirements	Compliance with Contribution Agreement and business transactional requirements
Corporate	Facilitation of Inter-jurisdictional Cooperation	Approved	As directed by Council		As directed by Council	As directed by Council
	Delivery of City-led Capital Projects	Approved	As directed by Council		As directed by Council	As directed by Council

The 2016 Service Levels for City Building & Policy Development, as approved by City Council in 2014 to be phased over 2 years, reflect additional 2 new Heritage Conservation District Studies added to the Division's work plan for 2016 to initiate and complete five Heritage Conservation Districts per year. Now, the City Planning is fully staffed to deliver this service level based on 2015 added positions.

Service Performance

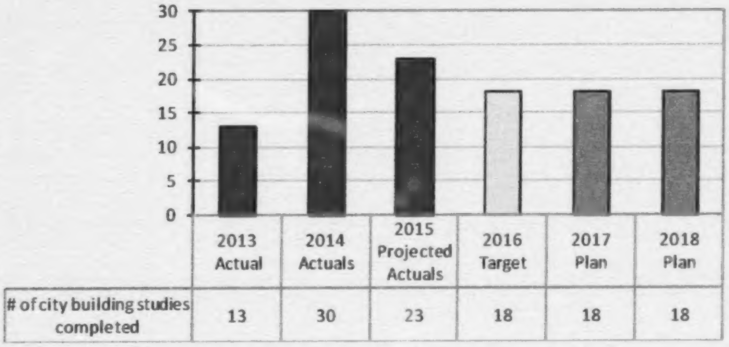
Quality Measure - % of Approved Non-Residential Gross Floor Area within 500m of Higher Order Transit



	2012 Actual	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
% of approved non-residential gross floor area within 500m of higher order transit	41%	31%	80%	55%	40%	40%	40%

- The Program also targets approval of non-residential growth in areas of higher order transit.
- City Planning plans to achieve a level of 40% in 2016 and future years (based on gross floor area).
- Actual experience is subject to variation based on market activity and large scale developments as seen in 2014 with the increase in approved office space close to transit, particularly in the downtown.

Output Measure - # of City Building Studies Completed



	2013 Actual	2014 Actuals	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
# of city building studies completed	13	30	23	18	18	18

- Increases in both funding and staff levels in recent years have supported an increase in the level of pro-active city building studies.
- This is reflected in the increase in studies completed in 2014 from the 2013 experience and also relates to completions of multiyear studies in the final year of the Council term.
- City Planning will continue to target the completion of 18 city building studies for 2016 and future years.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
City Building & Policy Development	18,871.8	19,599.3	(14.0)	19,585.3	713.5	3.8%	39.7	**19,625.0**	753.1	4.0%	(23.2)	-0.1%	168.6	0.9%
Total Gross Exp.	18,871.8	19,599.3	(14.0)	19,585.3	713.5	3.8%	39.7	**19,625.0**	753.1	4.0%	(23.2)	-0.1%	168.6	0.9%
REVENUE														
City Building & Policy Development	3,310.8	2,975.8		2,975.8	(335.0)	(10.1%)	39.7	**3,015.5**	(295.3)	(8.9%)	20.8	0.7%	0.2	0.0%
Total Revenues	3,310.8	2,975.8		2,975.8	(335.0)	(10.1%)	39.7	**3,015.5**	(295.3)	(8.9%)	20.8	0.7%	0.2	0.0%
NET EXP.														
City Building & Policy Development	15,561.0	16,623.4	(14.0)	16,609.4	1,048.5	6.7%	0.0	**16,609.4**	1,048.5	6.7%	(44.0)	-0.3%	168.4	1.0%
Total Net Exp.	15,561.0	16,623.4	(14.0)	16,609.4	1,048.5	6.7%	0.0	**16,609.4**	1,048.5	6.7%	(44.0)	-0.3%	168.4	1.0%
Approved Positions	166.9	161.0		161.0	(5.8)	(3.5%)	0.5	**161.5**	(5.3)	(3.2%)	0.0	0.0%		

The ***City Building & Policy Development Service*** improves the built and natural environment, the integration of land use and transportation, the optimization of the City's waterfront assets, access to community services and facilities, foundation for a strong and diverse economic base, conservation of heritage resources, design of "Special Places" as part of the public realm infrastructure, and achieving revitalization while ensuring the creation of sustainable neighbourhoods.

The *City Building & Policy Development Service's* 2016 Operating Budget of $19.625 million gross and $16.609 million net is $1.049 million or 6.7% over the 2015 Approved Net Budget.

In addition to base budget pressures common across both City Planning services, pressures unique for City Building & Policy Development are primarily due to:

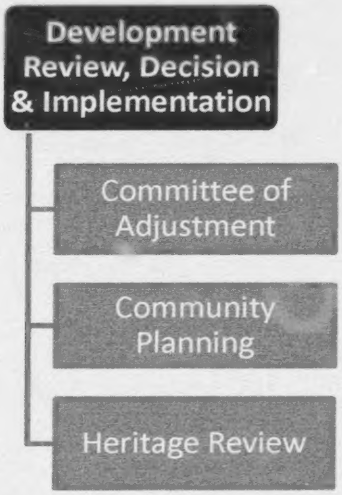
- The annualized impact of positions added as part of 2015 Budget process ($0.235 million) and an increase to interdivisional charges for additional ESRI and IBMS software licenses ($0.024 million).
- Reduction of 2 positions and the reversal of related salary expenditures and capital recovered revenues following the completion of the *Zoning By-Law* capital project.

Offsets to the base budget pressures within City Building & Policy are related to a reduction in external legal expenses resulting in a $0.014 million in savings.

- The remaining base budget pressures in this Service have been offset through expenditure and revenue changes included within the budget for the other City Planning service, Development Review, Decision and Implementation.

The 2016 Operating Budget for City Building & Policy Development also includes additional funding of $0.040 million gross and $0 million net for the new the New Project Coordination Position required for enhanced Section 37 reporting.

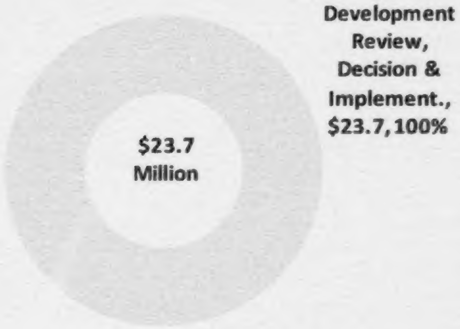
Development Review, Decision & Implementation


Development Review, Decision & Implementation
Committee of Adjustment
Community Planning
Heritage Review

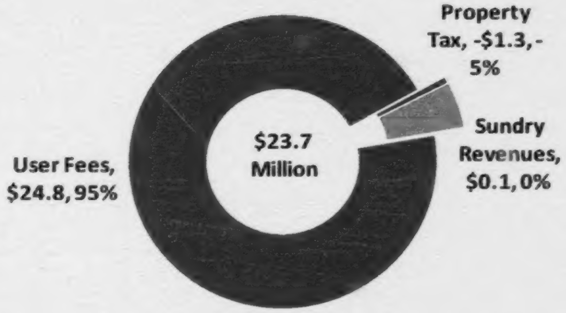
What We Do

- Review applications to ensure desirable development through public consultation and timely review process, while ensuring the implementation of Council policies and applying relevant provincial regulations and plans.

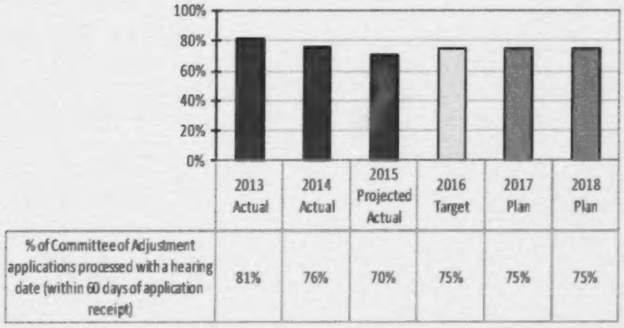
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Committee of Adjustment Applications Process with a Hearing Date (60 Days from Receipt)



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Committee of Adjustment applications processed with a hearing date (within 60 days of application receipt)	81%	76%	70%	75%	75%	75%

- City Planning continues to maintain substantially high % of Committee of Adjustment applications that have been processed with a hearing date within 60 days of application receipt.
- The 2016 Operating Budget is targeting the continued delivery at 75%.

2016 Service Levels

Development Review, Decision & Implementation

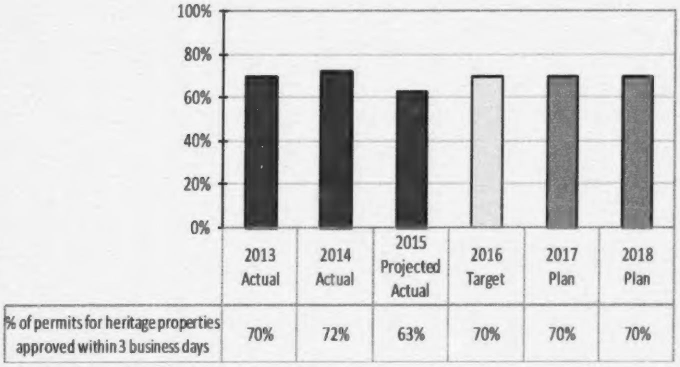
Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Minor variance		Approved	2567 applications	75% of applications have Committee hearing within 60 days of application receipt	75% of applications have Committee hearing within 60 days of application receipt	75% of applications have Committee hearing within 60 days of application receipt
Consent		Approved	342 applications	75% of applications have Committee hearing within 60 days of application receipt	75% of applications have Committee hearing within 60 days of application receipt	75% of applications have Committee hearing within 60 days of application receipt
Judicial Boards & Commission Appearances	Attendance at Judicial Boards & Commissions (eg. Ontario Municipal Board)	Approved	100% of Ontario Municipal Board hearings requiring City Planning attendance		100% of Ontario Municipal Board hearings requiring City Planning attendance	100% of Ontario Municipal Board hearings requiring City Planning attendance
Public engagement and information facilitation	Community Consultation Meetings & Working Group	Approved	Coordinate and attend 100% of all meetings required	Coordinate and attend 100% of all meetings required, and attend a second meeting on OPA/Rezoning applications at the request of the Ward Councillor	Coordinate and attend 100% of all meetings required, and attend a second meeting on OPA/Rezoning applications at the request of the Ward Councillor	Coordinate and attend 100% of all meetings required, and attend a second meeting on OPA/Rezoning applications at the request of the Ward Councillor
Teams, task forces, and committee guidance and participation		Approved	Provide City Planning representation at 100% of teams, task forces and committee meetings/activities		Provide City Planning representation at 100% of teams, task forces and committee	Provide City Planning representation at 100% of teams, task forces and committee meetings/activities
Planning Act Applications	Official Plan Amendment/Zoning By-law Amendment Application	Approved	62% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months
	Condominium Amendment Application	Approved	54% of Routine Applications are completed within 4 - 8 months	100% of Routine Applications are completed within 4 - 8 months	100% of Routine Applications are completed within 4 - 8 months	100% of Routine Applications are completed within 4 - 8 months
	Part Lot Control Application	Approved	62% of Routine Applications are completed within 4 - 8 months	100% of Routine Applications are completed within 4 - 8 months	100% of Routine Applications are completed within 4 - 8 months	100% of Routine Applications are completed within 4 - 8 months
	Site Plan Approval Application	Approved	54% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months	65% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months	65% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months	65% of Routine Applications are completed within 4 - 8 months / 62% of Complex Applications are completed within 9-18 months
Planning Act Applications	Plans of Subdivision Application	Approved	62% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months
	Holding Designation Removal Application	Approved	62% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months	80% of Complex Applications are completed within 9 - 18 months
	Interim Control By-law	Approved	100% of all interim control by-law requests are processed	Process 100% of all interim control by-law requests	Process 100% of all interim control by-law requests	Process 100% of all interim control by-law requests
City of Toronto Act Applications	Rental Demolition & Conversion Control By-law Applications (Municipal Code)	Approved	6 applications	10 applications	10 applications	10 applications

Activity	Sub-Activity/Type		2013 2014	2015	2016
Ontario Heritage Act (OHA) Applications	Alteration Permits - Part IV	Approved	Respond to all complete applications made under this section	Respond to all complete applications made under this section	Respond to all complete applications made under this section
	Demolition Permits - Part IV	Approved	Respond to all complete applications made under this section	Respond to all complete applications made under this section	Respond to all complete applications made under this section
	Alteration Permits - Part V	Approved	Respond to all complete applications made under this section	Respond to all complete applications made under this section	Respond to all complete applications made under this section
	Demolition Permits - Part V	Approved	Respond to all complete applications made under this section	Respond to all complete applications made under this section	Respond to all complete applications made under this section
	Archaeological Review	Approved	Screen all applications	Screen all applications	Screen all applications
Development Implementation	Review of detailed design at development implementation stage and ensuring conditions of approval are met	Approved	As required - linked to Building Permit Applications	As required - linked to Building Permit Applications	As required - linked to Building Permit Applications
Developer Public Art Implementation	Public Art Commitment/Plan	Approved	Approximately 25 public art projects and plans approved per year	Approximately 25 public art projects and plans approved per year	Approximately 25 public art projects and plans approved per year
Design Review Panel		Approved	Review 30 projects	Review 30 projects	Review 30 projects
Section 37 Implementation		Approved	48 agreements	48 agreements	48 agreements
Information Management and Development Tracking	Tracking progress of applications through the approval process and measuring impacts of development activity	Approved	Track 100% of applications within 5 days	Track 100% of applications within 5 days	Track 100% of applications within 5 days

The 2016 Service Levels are consistent with the approved 2015 Service Levels for Development Review, Decision & Implementation Service.

Service Performance

Quality Measure – % of Permits Approved within 3 Days (Heritage Properties)



- Heritage conservation is a priority in the development of the City. As such, the volume of the development applications has increased in recent years, so to have the number of permits for Heritage permits.
- The 2016 target is 70% and this level is planned to continue to future years.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Development Review, Decision & Implementation	24,204.3	23,645.1		23,645.1	(559.1)	(2.3%)	39.7	**23,684.8**	(519.5)	(2.1%)	215.5	0.9%	222.1	0.9%
Total Gross Exp.	24,204.3	23,645.1		23,645.1	(559.1)	(2.3%)	39.7	**23,684.8**	(519.5)	(2.1%)	215.5	0.9%	222.1	0.9%
REVENUE														
Development Review, Decision & Implementation	24,166.4	24,447.5	479.6	24,927.1	760.7	3.1%	39.7	**24,966.8**	800.4	3.3%	20.8		0.2	0.0%
Total Revenues	24,166.4	24,447.5	479.6	24,927.1	760.7	3.1%	39.7	**24,966.8**	800.4	3.3%	20.8		0.2	0.0%
NET EXP.														
Development Review, Decision & Implementation	37.9	(802.4)	(479.6)	(1,282.0)	(1,319.9)	(3483.7%)	(0.0)	**(1,282.0)**	(1,319.9)	(3483.7%)	194.7	-15.2%	221.9	(20.4%)
Total Net Exp.	37.9	(802.4)	(479.6)	(1,282.0)	(1,319.9)	(3483.7%)	(0.0)	**(1,282.0)**	(1,319.9)	(3483.7%)	194.7	-15.2%	221.9	(25.6%)
Approved Positions	206.1	210.0		210.0	3.9	1.9%	0.5	**210.5**	4.4	2.1%		0.0%		

The ***Development Review, Decision & Implementation Service*** reviews applications to ensure desirable development through public consultation and timely review process, while ensuring the implementation of Council policies and applying relevant provincial regulations and plans.

The Development Review, Decision & Implementation Service's 2016 Operating Budget of $23.685 million gross and ($1.282) million net is $1.320 million under the 2015 Approved Net Budget.

In addition to base budget pressures common across both City Planning services, pressures unique to Development Review, Decision & Implementation arise from the annualized impact of positions approved in the 2015 Budget process ($0.140 million).

- The base budget pressure has been fully offset through the additional $0.269 million in revenue generated from the full year impact of the 4.9% development application fee increase that was effective May 1, 2015.

The 2016 Operating Budget for Development Review, Decision & Implementation Service has been further reduced by $0.480 million in additional revenue generated from a 2.0% inflationary increase to development application fees.

The 2016 Operating Budget for City Building & Policy Development also includes additional funding of $0.040 million gross and $0 million net for the new the New Project Coordination Position required for enhanced Section 37 reporting.

City Planning

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

City Planning helps to guide the way the City looks and grows by working with the community and other City divisions to set goals and policies for development, while taking into consideration important social, economic and environmental concerns.

The 2016–2025 Capital Budget and Plan of $58.673 million provides funding for Legislated and Growth-Related projects that focus on achieving and reinforcing the on-going legislated and statue based requirements related to the City's Official Plan, Zoning By-Law and Archaeological Management Plan Phase II; in addition to undertaking various growth-related studies; and creating great public places.

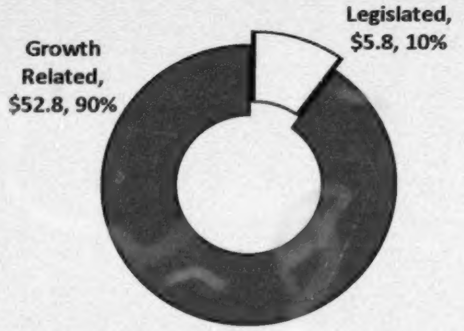
2016 Capital Budget Highlights

The 2016 Capital Budget for City Planning of $4.921 million, excluding carry forward funding, will:

- ✓ Begin Civic Improvement Program – Places ($2.796 million) projects including streetscape improvements at:
  - ➢ Coxwell and Dundas as a result of transportation Services Safety Improvement program;
  - ➢ River street;
  - ➢ O'Connor Drive, Queen Street West and College Street in support of work associated with the local Business Improvement Area; and
  - ➢ The West Toronto Railpath and the Ellesmere Road and Military Road trail nodes.
- ✓ Continue to provide Development Charge Funded Studies ($1.995 million) that will focus on undertaking growth related studies, including: Avenue Studies; Transportation & Transit Planning Studies; Local Area Studies and Heritage Conservation District Studies.

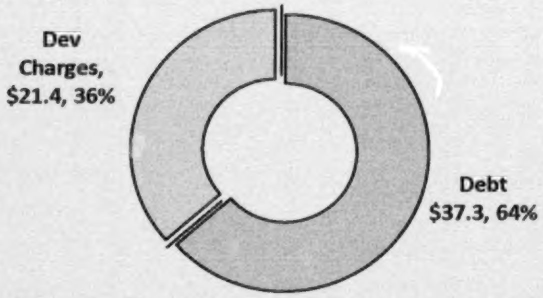
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$58.673 Million

2016-2025 Capital Budget and Plan by Funding Source



$58.673 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $58.673 million provides funding for:

- Legislated projects of $5.845 million for Official Plan Review, Zoning By-law, Natural Heritage Inventory Studies and Archeological Resources Plan Phase II.

- Growth related projects amount to $52.828 million for Civic Improvement – Places and Development Charge funded Growth Related Studies.

Where does the money come from?

- New debt funding of $37.320 million comprises 63.6% of City Planning's 10-year capital funding, which is below the debt guideline by $0.774 million over the 10-year planning period as a result of adjustments to align annual cash flows with the Program's annual spending capacity.

- Additional capital financing of $21.353 million or 36.4% will be provided from Development Charges based on the portion of projects that support growth in the City.

State of Good Repair Backlog

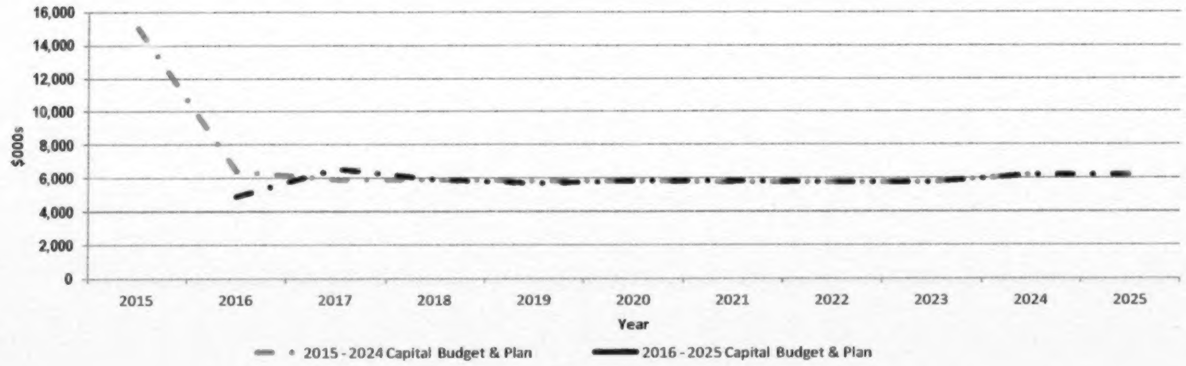
A backlog for State of Good Repair work does not exist for City Planning since the Program has no inventory of capital assets. Any capital assets that City Planning may create, is maintained by other City Programs or Agencies.

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $9.789 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $9.789 million or 14.3% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	15,055	6,416	5,903	5,931	5,803	5,834	5,768	5,768	5,768	6,216		**68,462**
2016 - 2025 Capital Budget & Plan		4,921	6,548	5,931	5,658	5,834	5,813	5,768	5,768	6,216	6,216	**58,673**
Change %		(23.3%)	10.9%	0.0%	(2.5%)	0.0%	0.8%	0.0%	0.0%	0.0%		**(14.3%)**
Change $		(1,495)	645	0	(145)	0	45	0	0	0		**(9,789)**

As made evident in the chart above, the $9.789 million decrease in the Capital Program reflects a return to average funding levels for City Planning capital projects.

- The 2015 Capital Budget included two significant civic improvement projects (John Street Revitalization and the Scarborough Civic Centre Library Streetscape) that will not require any new funding in 2016 and future years.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $0.950 million decrease in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of City Planning's capital projects based on the need to realign City Planning's 2016 Capital Budget with historical spending rates.

The following table provides details by project category within the 2016 – 2025 Capital Budget and Plan for City Planning:

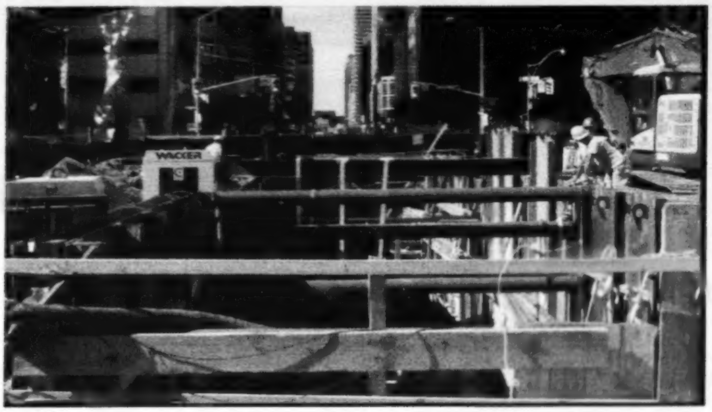
Table 1
Summary of Capital Plan by Projects Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
New Official Plan			750	750	300	300				750	750	**3,600**	
New Zoning Bylaw							315	315	315			**945**	
Natural Heritage Inventory Studies	N/A	80	80	80	80	80	80	80	80	80	80	**800**	
Toronto Archaeological Resources Plan Phase II	N/A	50	50	50	50	50	50	50	50	50	50	**500**	
Sub-Total		**130**	**880**	**880**	**430**	**430**	**445**	**445**	**445**	**880**	**880**	**5,845**	
Growth Related													
Places	N/A	2,796	2,823	2,851	2,883	2,914	2,923	2,923	2,923	2,936	2,936	**28,908**	
Development Charge Funded Studies												-	
Transportation & Transit Planning Studies	N/A	250	250	250	250	250	250	250	250	250	250	**2,500**	
Growth Studies	N/A	995	1,345	700	845	990	945	900	900	900	900	**9,420**	
Avenue/Area Studies	N/A	250	250	250	250	250	250	250	250	250	250	**2,500**	
Heritage Conservation District Studies	N/A	500	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	**9,500**	
Sub-Total		**4,791**	**5,668**	**5,051**	**5,228**	**5,404**	**5,368**	**5,323**	**5,323**	**5,336**	**5,336**	**52,828**	-
Total Expenditures by Category (excluding carry forward)	-	**4,921**	**6,548**	**5,931**	**5,658**	**5,834**	**5,813**	**5,768**	**5,768**	**6,216**	**6,216**	**58,673**	-

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

The 10-Year Capital Plan does not result in any operating impacts.



Engineering & Construction Services

2016 OPERATING BUDGET OVERVIEW

Engineering & Construction Services provides specialized engineering design and construction services to internal clients (Toronto Water, Transportation Services, Solid Waste Management Services, and other City agencies, boards, commissions and divisions), and external clients (development industry, utility companies and other public agencies) creating safe and sustainable municipal infrastructure.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $70.757 million gross and $7.470 million net as shown below.

(in $000's)	2015 Budget	2016 Budget	Change $	Change %
Gross Expenditures	66,839.0	70,757.0	3,918.0	5.9%
Gross Revenues	59,294.0	63,287.4	3,993.4	6.7%
Net Expenditures	**7,545.0**	**7,469.6**	**(75.4)**	**(1.0%)**

For 2016, Engineering & Construction Services identified $0.675 million in opening budget pressures primarily arising from increases in salary and benefit costs and one-time costs to update capital works procedures / field services manuals. The Program was able to offset these pressures through $0.750 million in service efficiencies and revenue increases, thereby maintaining their service levels in 2016 while at the same time absorbing all operating pressures and achieving the budget target.

Fast Facts

- $474 million in capital projects delivered in 2015.
- 279 bridge condition inspections completed in 2015.
- 1,614 engineering reviews of development applications completed in 2015.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Engineering & Construction Services of $70.757 million in gross expenditures provides funding for three services, Municipal Infrastructure Construction, Engineering Review & Acceptance and Engineering Information.
- The Program has achieved the budget target of a 1.0% decrease from the 2015 Approved Budget through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going savings including efficiency savings / productivity gains ($0.450 million);
  - ✓ Stable revenue adjustments to reflect Metrolinx recoveries ($0.300 million); and
  - ✓ Target achievement without impacting on Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, Engineering & Construction Services accomplishments included the following:

Municipal Infrastructure Construction

- ✓ Sustained capital delivery aimed at achieving an estimated 80% year end actual expenditure as a % of approved capital budget
- ✓ Identified the preferred procurement and financing approach for the F.G. Gardiner Strategic Rehabilitation project
- ✓ Proactively managed construction-related disruption, including traffic disruption, at the project planning stage and during construction;
- ✓ Increased engagement with the consulting engineering and construction contracting industries to build capacity in support of forecasted capital program growth
- ✓ Prudently managed contract awards – cancelled 22 tenders, valued at $92.4 Million and representing 110 individual sites, where low bids were well in excess of capital budget and original cost estimate

Engineering Review & Acceptance

- ✓ Sustained at least 75% compliance with STAR timelines for review of development applications
- ✓ Increased full stream utility application fees above inflation to more fully recover the direct costs associated with the delivery of this service

Engineering Information

- ✓ Maintained 100% completion rate for the provincially-legislated 2-year bridge condition inspection cycle
- ✓ Successfully implemented the Council-endorsed policy for accepting potentially contaminated lands to be conveyed to the City under the Planning Act so that public health and the environment are appropriately safeguarded

Our Service Deliverables for 2016

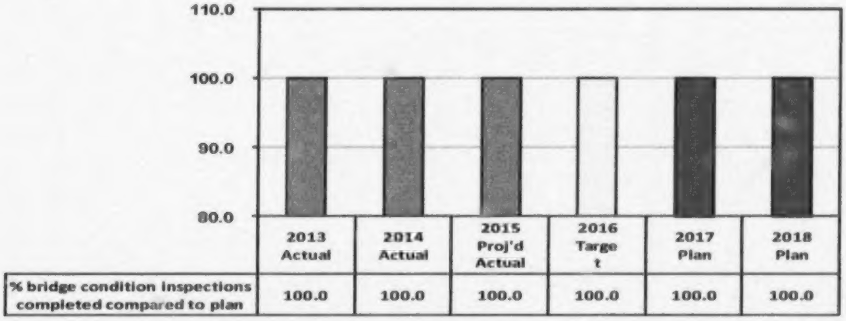
The 2016 Operating Budget will fund the Program's ability to:

- Sustain capital delivery at an estimated 80% year end actual expenditure as a % of approved capital budget.
- Sustain at least 75% compliance with STAR timelines for review of development applications.
- Maintain 100% completion rate in 2016 and future years for the provincially-legislated 2-year bridge condition inspection cycle.
- Begin implementation of the F.G. Gardiner Strategic Rehabilitation Plan using a public-private partnership approach
- Proactively manage construction-related disruption, including traffic disruption, at the project planning stage and during construction.
- Continue to enhance planning and coordination of Multi-year Capital Coordination process with internal and external stakeholders.
- Continue to work with the construction industry to explore ways to accelerate construction; and with PMMD and Legal Services on innovative procurement and contracts to incentivize acceleration and assign delay costs.
- Improve communication and relations with the public and businesses before, during and after construction.
- Negotiate agreements with Third Parties (e.g., Bell, Metrolinx) to ensure staff resources are appropriate and review responses are timely.
- Provide subject matter expertise to asset owning divisions (e.g., Parks, Forestry & Recreation) and Legal Services to ensure compliance on property use and conveyance of contaminated lands.
- Develop complete asset management system for bridges inspected by ECS to include a SOGR backlog analysis and prioritization of rehabilitation needs, for inclusion in Capital Budget planning.

Trends

- In 2015, ECS is projecting to again complete 100% of planned bridge condition inspections – 649 bridge spans in total, including 330 bridge spans along the F.G. Gardiner Expressway.
- Ensuring full compliance with regulatory requirements.
- ECS is targeting to maintain a 100% completion rate in 2016 and future years for a 2-year bridge condition inspection cycle that requires a consistent level of effort in each year but produces double the number of inspections in the second year of the cycle.

% bridge condition inspections completed compared to plan

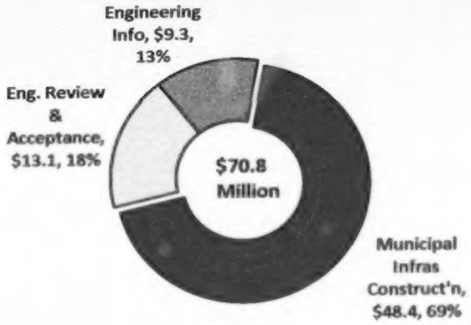


	2013 Actual	2014 Actual	2015 Proj'd Actual	2016 Target	2017 Plan	2018 Plan
% bridge condition inspections completed compared to plan	100.0	100.0	100.0	100.0	100.0	100.0

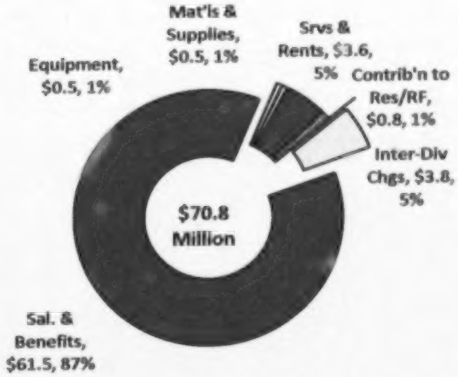
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

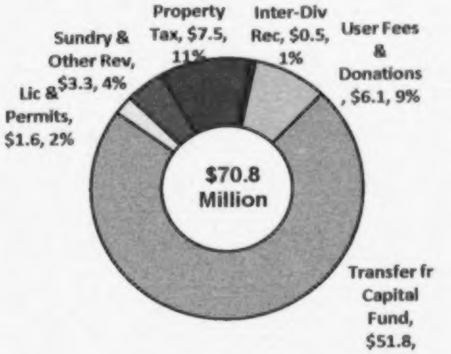


2016 Budget by Expenditure Category



Where the money comes from:

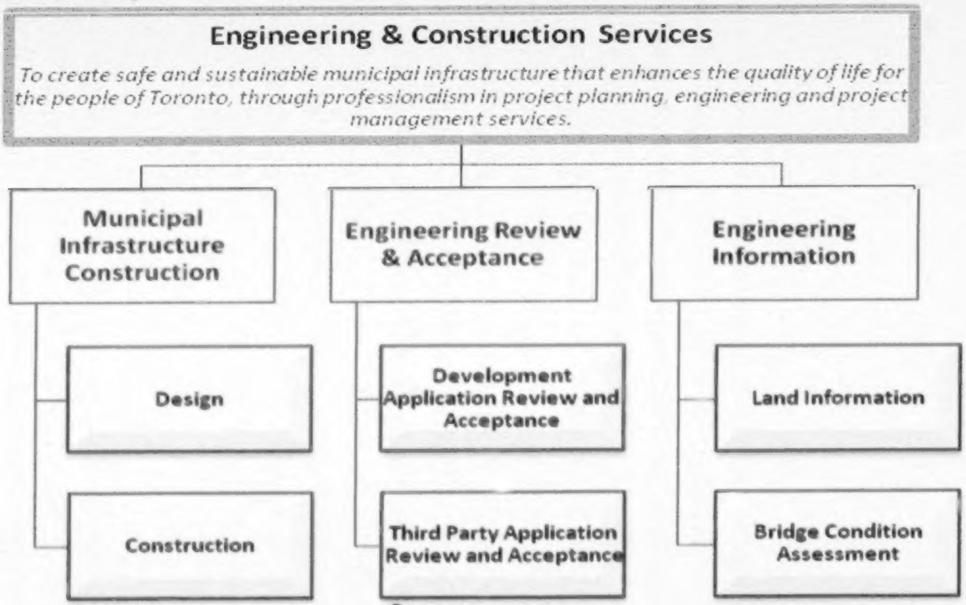
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Minimizing traffic disruption**
  - ✓ Extend construction working hours to shorten
  - ✓ project durations;
  - ✓ Improve public awareness and education;
  - ✓ Explore the use of incentive-based contracts;
  - ✓ Improve work zone management; and,
  - ✓ Work to improve the utility locate process with utility companies and the Province of Ontario.
- **Increasing delivery capacity**
  - ✓ Investigate alternative strategies for capital delivery through increased coordination, program management assignments, and bundling of works in the right of way.
- **Implementing the Rehabilitation Plan for of the F.G. Gardiner Expressway**
  - ✓ Recruit the project team of City staff needed to successfully oversee the rehabilitation plan;
  - ✓ Finalize the scope of work; and
  - ✓ Submit an application and business case for federal funding to support rehabilitation plan implementation.
- **Ensure the integrity of City infrastructure is maintained**
  - ✓ Continue implementation of the Agreement with Metrolinx for ECS staff to undertake needed work; and
  - ✓ Move forward with the implementation of the Agreement with Bell Canada for the additional resources required for the Smart City program.

Program Map


Engineering & Construction Services
To create safe and sustainable municipal infrastructure that enhances the quality of life for the people of Toronto, through professionalism in project planning, engineering and project management services.
Municipal Infrastructure Construction
Engineering Review & Acceptance
Engineering Information
Design
Construction
Development Application Review and Acceptance
Third Party Application Review and Acceptance
Land Information
Bridge Condition Assessment

Purpose:
To provide engineering and project management services to internal clients for the construction of new and upgraded infrastructure including bridges, roads, sewers, solid waste facilities, stormwater management facilities, water and wastewater treatment facilities, and watermains.

Purpose:
To provide engineering review and acceptance services to external clients including the development industry, utility companies, and public agencies, so as to ensure the integrity of City infrastructure is maintained and that development and third party works comply with applicable by-laws, standards and regulatory requirements.

Purpose:
To establish and maintain effective technical and data support to the various business units across the division and cluster involved in managing and building the City's infrastructure.

Legend
☐ Program
☐ Service
Activity

Service Customers

Municipal Infrastructure Construction
- City Planning
- Economic Development Culture & Tourism, including Business Improvement Areas (BIAs)
- Parks, Forestry and Recreation
- Solid Waste Management
- Toronto Transit Commission (TTC)
- Toronto Water
- Transportation Services

Engineering Review & Acceptance
- Agencies
- City Planning
- Development Industry
- Parks, Forestry and Recreation
- Third Parties (Go Transit, Waterfront Toronto, etc.)
- Utility Companies

Engineering Information
- Agencies, Boards, Commissions
- City Planning
- Construction and Engineering Consulting Industries
- Development Industry
- Digital Map Owners Group (DMOG)
- Facilities and Real Estate
- Members of Council
- Members of the Public
- Municipal Licensing and Standards
- Parks, Forestry and Recreation
- Solid Waste Management
- Third Parties (Go Transit, Waterfront Toronto, etc.)
- Toronto Water
- Transportation Services

Table 1

2016 Operating Budget and Plan by Service

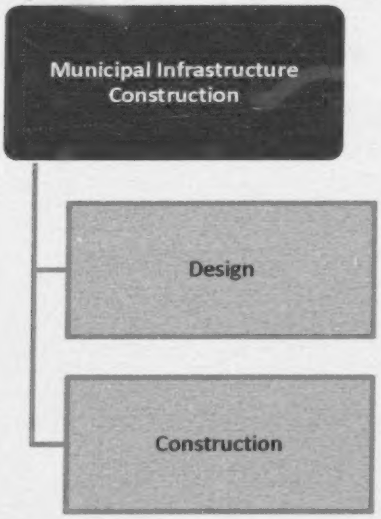
	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Municipal Infrastructure Construction											
Gross Expenditures	45,588.2	43,438.8	46,652.2	1,745.4	48,397.7	2,809.5	6.2%	136.8	0.3%	451.5	0.9%
Revenue	44,165.9	41,818.6	44,793.2	1,745.4	46,538.7	2,372.8	5.4%	353.8	0.8%	61.2	0.1%
Net Expenditures	1,422.3	1,620.2	1,859.0	0.0	1,859.0	436.7	30.7%	(217.0)	(11.7%)	390.3	23.8%
Engineering Review & Acceptance											
Gross Expenditures	12,360.1	11,777.3	12,113.0	971.6	13,084.6	724.5	5.9%	(27.8)	(0.2%)	143.2	1.1%
Revenue	9,567.0	9,058.6	9,712.9	971.6	10,684.4	1,117.4	11.7%	37.5	0.4%	25.1	0.2%
Net Expenditures	2,793.0	2,718.7	2,400.0	0.0	2,400.1	(392.9)	(14.1%)	(65.2)	(2.7%)	118.1	5.1%
Engineering Information											
Gross Expenditures	8,890.7	8,471.5	9,274.7	-	9,274.7	384.0	4.3%	(18.5)	(0.2%)	66.8	0.7%
Revenue	5,561.0	5,265.5	6,064.3	-	6,064.3	503.3	9.0%	3.0	0.0%	0.5	0.0%
Net Expenditures	3,329.7	3,206.0	3,210.4	-	3,210.4	(119.3)	(3.6%)	(21.6)	(0.7%)	66.3	2.1%
Total											
Gross Expenditures	66,839.0	63,687.7	68,039.9	2,717.0	70,756.9	3,918.0	5.9%	90.5	0.1%	661.4	0.9%
Revenue	59,294.0	56,142.7	60,570.4	2,717.0	63,287.4	3,993.4	6.7%	394.3	0.6%	86.8	0.1%
Total Net Expenditures	7,545.0	7,545.0	7,469.5	0.0	7,469.6	(75.4)	(1.0%)	(303.8)	(4.1%)	574.6	8.0%
Approved Positions	540.1	521.1	540.1	26.0	566.1	26.0	4.8%	-		-	

Note: 2015 Projected Actual Expenditures are System Generated

The Engineering & Construction Services' 2016 Operating Budget is $70.757 million gross and $7.470 million net, representing a 1% decrease from the 2015 Approved Net Operating Budget and is in line with the reduction target set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures of $0.675 million are mainly attributable to salary and benefits for union/non-union staff (progression pay, step increases, adjustments), one-time cost to update the Program's Capital Works Projects Procurement and Administrative Procedures Manual and the Field Services Manual, and office re-configuration at two locations.
- To more than offset the above pressures, the Program was able to achieve base revenue changes and service efficiency savings of $0.750 million through line-by-line reviews based on actual experience and reducing the reliance on external engineering services.
- New and enhanced services of $2.717 million gross and $0 net are included for work that will be performed on behalf of Metrolinx and for the Bell Smart City project, for the implementation of the F. G. Gardiner Rehabilitation Plan, and work that will mitigate traffic / transit disruption.
- Approval of the 2016 Operating Budget will result in ECS increasing its total staff complement by 26.0 positions from 540.1 to 566.1.
- The 2017 and 2018 Plans reflect increases attributable to progression pay, step and other payroll costs, as well as the reversal of one-time expenditures resulting in a decrease of $0.304 million in 2017 and an increase of $0.575 million in 2018.

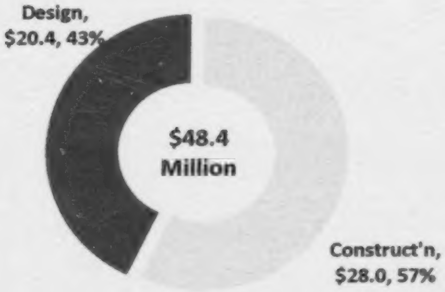
Municipal Infrastructure Construction



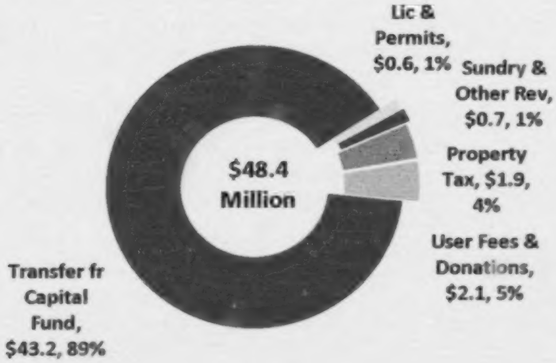
What We Do

- Provide engineering and project management services to internal clients for the construction of new and upgraded infrastructure including bridges, roads, sewers, solid waste facilities, stormwater management facilities, water and wastewater treatment facilities, and watermains.

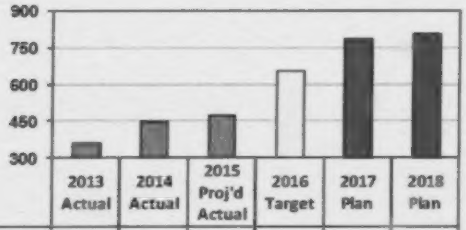
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



($ Millions) YTD Expenditure on Municipal Infrastructure Design & Construction



	2013 Actual	2014 Actual	2015 Proj'd Actual	2016 Target	2017 Plan	2018 Plan
($ Millions) YTD Expenditure on Municipal Infrastructure Design & Construction	362	447	474	655	783	807

- ECS continues to experience substantial growth in construction activity for clients' capital programs.
- $474 million in capital projects are anticipated to be delivered by ECS in 2015.
- The 2016 Operating Budget is targeting the delivery of 80% of the capital budget assigned to the Program, which is estimated to be more than $650 million in 2016.

2016 Service Levels

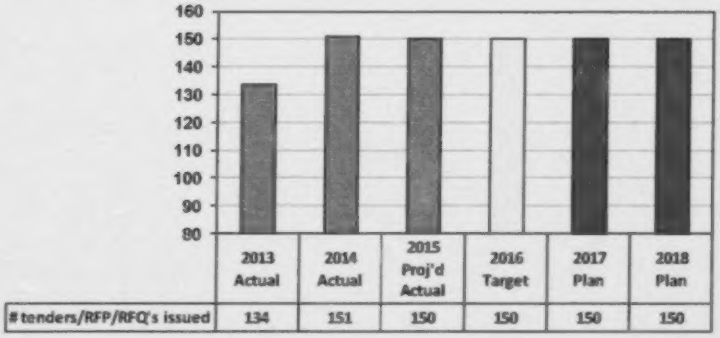
Municipal Infrastructure Construction

Activity	Sub-Activity/Type	2013	2014	2015	2016
Design	Tenders issued compared to plan	90% as scheduled			90% as scheduled
Construction	Contracts substantially completed compared to plan	90% as scheduled			90% as scheduled
	Year End Actual Expenditure as a percentage of Approved Capital budget	80% Year End Actual Expenditure as a percentage of Approved Capital budget			80% Year End Actual Expenditure as a percentage of Approved Capital budget

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Municipal Infrastructure Construction.

Service Performance

Output Measure – # of tenders/RFPs/RFQs



- The number of tenders, requests for proposals and requests for qualifications increased from 115 in 2012 to 151 in 2014.
- In 2016, ECS expects to issue an estimated 150 tenders for a capital program that is currently valued at over $650 million.
- Future year estimates are 150 for each of 2017 and 2018, and will be based on client's requirements and the planned continued bundling of construction projects into single tenders.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Construction	25,829.7	26,349.4		26,349.4	519.7	2.0%	1,605.4	**27,954.9**	2,125.2	8.2%	213.6	0.8%	305.3	1.1%
Design	19,758.5	20,302.8		20,302.8	544.3	2.8%	140.0	**20,442.8**	684.3	3.5%	(76.7)	-0.4%	146.1	0.7%
Total Gross Exp.	45,588.2	46,652.2		46,652.2	1,064.0	2.3%	1,745.4	**48,397.7**	2,809.5	6.2%	136.8	0.3%	451.5	0.9%
REVENUE														
Construction	25,260.3	25,570.2		25,570.2	309.9	1.2%	1,605.4	**27,175.7**	1,915.3	7.6%	284.1	1.0%	52.3	0.2%
Design	18,905.6	19,223.0		19,223.0	317.4	1.7%	140.0	**19,363.0**	457.4	2.4%	69.7	0.4%	8.9	0.0%
Total Revenues	44,165.9	44,793.2		44,793.2	627.3	1.4%	1,745.4	**46,538.7**	2,372.8	5.4%	353.8	0.8%	61.2	0.1%
NET EXP.														
Construction	569.4	779.2		779.2	209.8	36.8%	(0.0)	**779.2**	209.8	36.8%	(70.5)	-9.1%	253.0	35.7%
Design	852.9	1,079.8		1,079.8	226.9	26.6%		**1,079.8**	226.9	26.6%	(146.4)	-13.6%	137.2	14.7%
Total Net Exp.	1,422.3	1,859.0		1,859.0	436.7	30.7%	(0.0)	**1,859.0**	436.7	30.7%	(217.0)	-11.7%	390.3	19.2%
Approved Positions	357.6	357.6		357.6			16.5	**374.1**	16.5	4.6%		0.0%		

The ***Municipal Infrastructure Construction Service*** provides engineering and project management services to internal clients for the construction of new and upgraded infrastructure including bridges, roads, sewers, solid waste facilities, stormwater management facilities, water and wastewater treatment facilities, and watermains.

The Municipal Infrastructure Construction's 2016 Operating Budget of $48.398 million gross and $1.859 million net is $0.437 million or 30.7% over the 2015 Net Budget.

In addition to base budget pressures common across all services, pressures unique or predominant for Municipal Infrastructure Construction are primarily due to:

- A one-time contracted services expense to update the Program's Capital Works Projects Procurement and Administrative Procedures Manual and Field Services Manual ($0.420 million);
- An increase in overtime ($0.354 million) for existing staff (engineers, designers, project managers) to accommodate extended hours (standby, overnight contracts, etc.) for capital projects. Related to the strategy approved by City Council at its Feb. 2015 meeting to mitigate traffic/transit disruption.

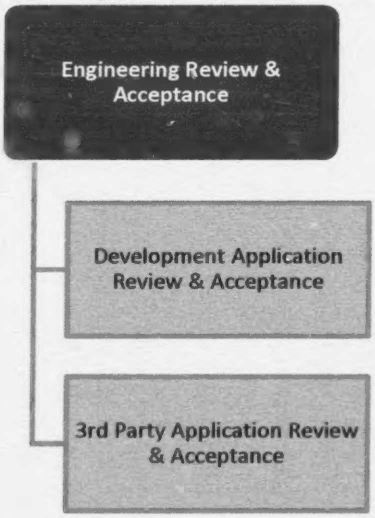
These gross expenditure pressures were partially offset by:

- Increased tender deposit fee revenue and revenue adjustments ($0.080 million); and
- Additional recovery from the capital program for the overtime costs ($0.354 million).

The 2016 Operating Budget for Municipal Infrastructure Construction includes funding of $1.745 million gross and $0 net for the following new/enhanced initiatives:

- Funding to create a new section comprised of 6 positions to enhance the delivery of services related to implementation of the Strategic Rehabilitation Plan for the F.G. Gardiner Expressway, fully funded via the capital program ($0.700 million gross and $0 net);
- Mitigation of traffic and transit disruption with 11 positions to manage the impacts of construction within the Right of Way, fully funded via the capital program ($0.767 million gross and $0 net); and
- Inspection of the works associated with an additional 7,500 full-stream applications over a 2.5 year period, fully funded via recovery from the Bell Smart City project ($0.279 million gross and $0 net).

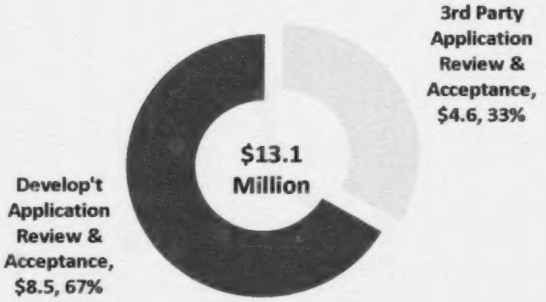
Engineering Review & Acceptance


Engineering Review & Acceptance
Development Application Review & Acceptance
3rd Party Application Review & Acceptance

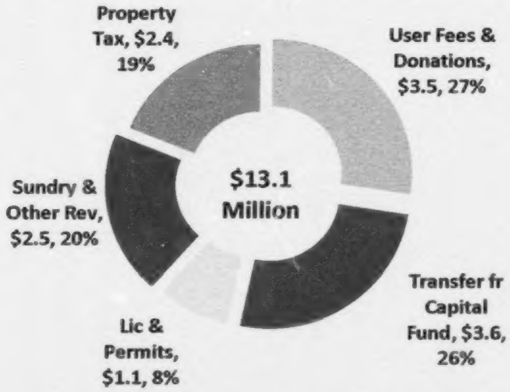
What We Do

- Provide engineering review and acceptance services to external clients including the development industry, utility companies, and public agencies, so as to ensure the integrity of City infrastructure is maintained and that development and third party works comply with applicable by-laws, standards and regulatory requirements.

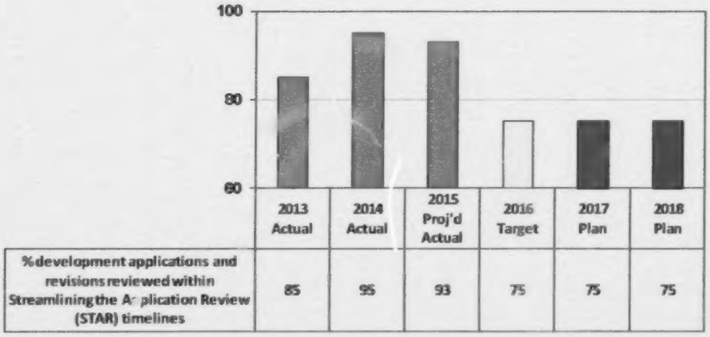
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% development applications and revisions reviewed within Streamlining the Application Review (STAR) timelines



	2013 Actual	2014 Actual	2015 Proj'd Actual	2016 Target	2017 Plan	2018 Plan
% development applications and revisions reviewed within Streamlining the Application Review (STAR) timelines	85	95	93	75	75	75

- In 2015, 93% of development applications and revisions by ECS were completed within STAR timelines.
- This high level of achievement builds on the trend set in 2013, when 85% of applications were reviewed within STAR (Streamlining The Application Review) process timelines.
- ECS will continue to target compliance with STAR timelines in 2016 and future years.

2016 Service Levels

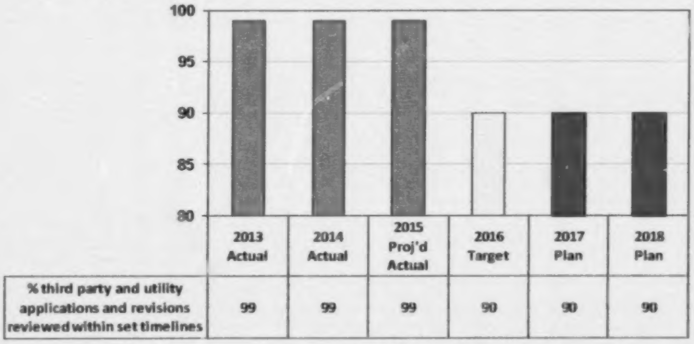
Engineering Review & Acceptance

Activity	Sub-Activity/Type	2013	2014	2015	2016
Development Applications Review and Acceptance	Development Applications	5% compliance rate within STAR timeline			75% compliance rate
	Engineering Drawings	75% compliance rate			75% compliance rate
Third Party Application Review and Acceptance	Third Party applications	90% compliance within 20 working days			90% compliance within 20 working days

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Engineering Review & Acceptance.

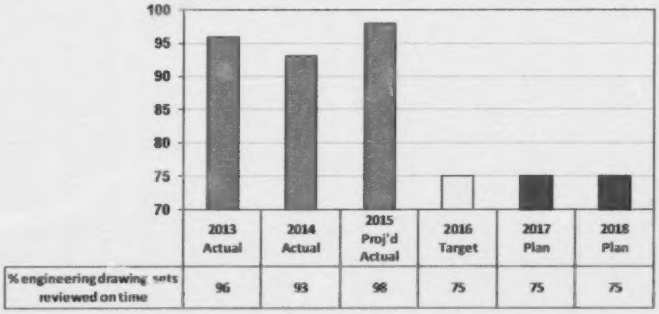
Service Performance

Effectiveness Measure – % of 3rd party & utility applications reviewed within set timelines



- In 2015, for the third year in a row, ECS reviewed 99% of third party and utility applications within set timelines.
- This represents a very high level of responsiveness to third party and utility clients.
- 2016 and future year targets will continue to be 90% compliance with set timelines.

Effectiveness Measure - % of engineering drawing sets reviewed on time



- In 2015, ECS exceeded expectations by reviewing 98% of engineering drawing sets on time.
- This level of service is a significant achievement over the performance target.
- ECS will continue to target 75% compliance for 2016 and future years.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
3rd Party Application Review & Acceptance	4,014.6	4,134.6	(45.0)	4,089.6	75.0	1.9%	500.4	**4,590.0**	575.4	14.3%	(37.1)	-0.8%	34.3	0.8%
Development Application Review & Acceptance	8,345.4	8,428.4	(405.0)	8,023.4	(322.0)	(3.9%)	471.2	**8,494.6**	149.1	1.8%	9.4	0.1%	108.9	1.3%
Total Gross Exp.	12,360.1	12,563.0	(450.0)	12,113.0	(247.1)	(2.0%)	971.6	**13,084.6**	724.5	5.9%	(27.8)	-0.2%	143.2	1.1%
REVENUE														
3rd Party Application Review & Acceptance	3,663.2	3,733.9		3,733.9	70.7	1.9%	500.4	**4,234.3**	571.1	15.6%	18.3	0.4%	16.1	0.4%
Development Application Review & Acceptance	5,903.8	5,979.0		5,979.0	75.2	1.3%	471.2	**6,450.1**	546.3	9.3%	19.2	0.3%	8.9	0.1%
Total Revenues	9,567.0	9,712.9		9,712.9	145.8	1.5%	971.6	**10,684.4**	1,117.4	11.7%	37.5	0.4%	25.1	0.2%
NET EXP.														
3rd Party Application Review & Acceptance	351.4	400.7	(45.0)	355.7	4.3	1.2%	0.0	355.7	4.3	1.2%	(55.4)	-15.6%	18.1	6.0%
Development Application Review & Acceptance	2,441.6	2,449.4	(405.0)	2,044.4	(397.2)	(16.3%)	(0.0)	**2,044.4**	(397.2)	(16.3%)	(9.8)	-0.5%	100.0	4.9%
Total Net Exp.	2,793.0	2,850.1	(450.0)	2,400.1	(392.9)	(14.1%)	0.0	**2,400.1**	(392.9)	(14.1%)	(65.2)	-2.7%	118.1	4.8%
Approved Positions	97.1	97.1		97.1			9.5	**106.6**	9.5	9.8%		0.0%		

The ***Engineering Review & Acceptance Service*** provides engineering review and acceptance services to external clients including the development industry, utility companies, and public agencies, so as to ensure that the integrity of City infrastructure is maintained and that development and third party works comply with applicable by-laws, standards and regulatory requirements.

The Engineering Review & Acceptance's 2016 Operating Budget of $13.085 million gross and $2.400 million net is $0.393 million or 14.1% under the 2015 Net Budget.

In addition to base budget pressures common across all services, pressures unique to Engineering Review & Acceptance are primarily due to:

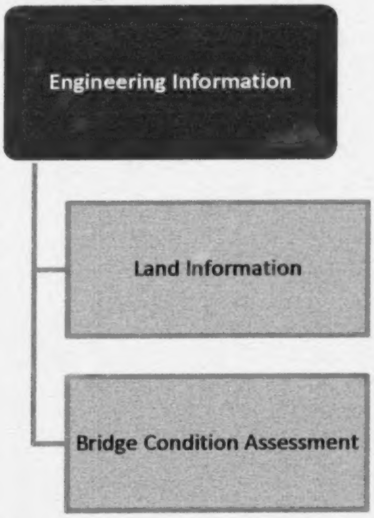
- The inclusion of a portion of the one-time contracted services expense to update the Program's Capital Works Projects Procurement and Administrative Procedures Manual and the Field Services Manual ($0.120 million); and
- Increases in various IDCs, materials, equipment expense, etc. ($0.151 million);

In order to offset the above pressures, Engineering Review & Acceptance will reduce reliance on external engineering services for development engineering and third party and utility reviews, resulting in an efficiency savings of $0.450 million gross and net.

The 2016 Operating Budget for Engineering Review & Acceptance includes funding of $0.972 million gross and $0 net for the following new/enhanced initiatives:

- Provide review and approvals for the Eglinton Crosstown and Finch West Light Rail Transit projects, fully funded via recovery from Metrolinx ($0.259 million and $0 net);
- Mitigation of traffic and transit disruption with 11 positions to manage the impacts of construction within the Right of Way, fully funded via the capital program ($0.329 million gross and $0 net); and
- Processing of an additional 7,500 full-stream applications over a 2.5 year period, fully funded via recovery from the Bell Smart City Project ($0.384 million gross and $0 net).

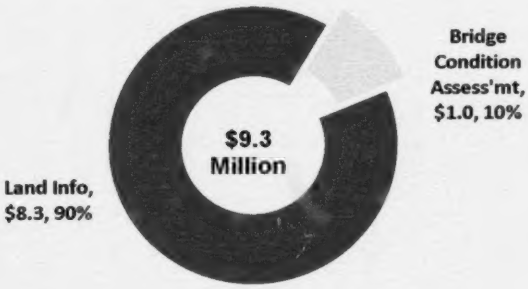
Engineering Information



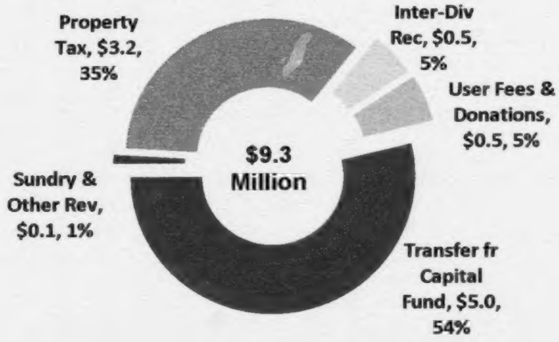
What We Do

- Establish and maintain effective technical and data support to the various business units across the division and cluster involved in managing and building the City's infrastructure.

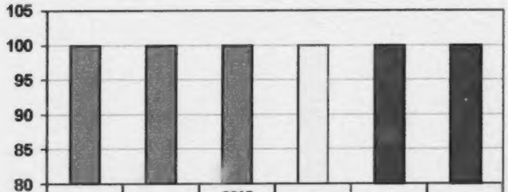
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% bridge condition inspections completed compared to plan



	2013 Actual	2014 Actual	2015 Proj'd Actual	2016 Target	2017 Plan	2018 Plan
% bridge condition inspections completed compared to plan	100	100	100	100	100	100

- In 2014, ECS again completed 100% of planned bridge condition inspections.
- ECS is targeting to maintain a 100% completion rate in 2016 and future years for the legislated 2-year bridge condition inspection cycle.

2016 Service Levels

Engineering Information

Activity	Sub-Activity/Type	2013	2014	2015	2016
Land Information	Land Surveying	completed projects by estimate date, 90% of the time			completed projects by estimate date, 90% of the time
	Street Naming	recommendation within 6 months 90% of time			recommendation within 6 months 90% of time
	Municipal Numbering	provide comments within 5 working days, 100% of the time			provide comments within 5 working days, 100% of the time
	Utility Mapping	90% completion of planned km to update			90% completion of planned km to update
Bridge Condition Assessment	Bridge Inspection & Assessment	100% inspection compliance within regulatory timelines			100% inspection compliance

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Engineering Information.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Bridge Condition Assessment	869.1	963.8		963.8	94.7	10.9%		**963.8**	94.7	10.9%	(24.4)	-2.5%	(1.2)	(0.1%)
Land Information	8,021.6	8,311.0		8,311.0	289.3	3.6%		**8,311.0**	289.3	3.6%	5.8	0.1%	68.0	0.8%
Total Gross Exp.	8,890.7	9,274.7		9,274.7	384.0	4.3%		**9,274.7**	384.0	4.3%	(18.5)	-0.2%	66.8	0.7%
REVENUE														
Bridge Condition Assessment	803.0	866.9		866.9	63.9	8.0%		**866.9**	63.9	8.0%	1.1	0.1%	0.5	0.1%
Land Information	4,758.0	4,897.4	300.0	5,197.4	439.4	9.2%		**5,197.4**	439.4	9.2%	1.9	0.0%	0.0	0.0%
Total Revenues	5,561.0	5,764.3	300.0	6,064.3	503.3	9.0%		**6,064.3**	503.3	9.0%	3.0	0.0%	0.5	0.0%
NET EXP.														
Bridge Condition Assessment	66.0	96.8		96.8	30.8	46.6%		**96.8**	30.8	46.6%	(25.5)	-26.3%	(1.7)	(2.4%)
Land Information	3,263.6	3,413.6	(300.0)	3,113.6	(150.0)	(4.6%)		**3,113.6**	(150.0)	(4.6%)	3.9	0.1%	68.0	2.2%
Total Net Exp.	3,329.7	3,510.4	(300.0)	3,210.4	(119.3)	(3.6%)		**3,210.4**	(119.3)	(3.6%)	(21.6)	-0.7%	66.3	2.0%
Approved Positions	85.4	85.4		85.4				**85.4**				0.0%		

The ***Engineering Information Service*** establishes and maintains effective technical and data support to the various business units across the Program and Cluster involved in managing and building the City's infrastructure.

The Engineering Information's 2016 Operating Budget of $9.275 million gross and $3.210 million net is $0.119 million or 3.6% under the 2015 Net Budget.

- Base budget pressures for Engineering Information are those that are common across all services within Engineering & Construction Services and are partially offset by additional recoveries from the capital program ($0.178 million).
- Remaining pressures are more than offset by additional revenue budgeted in 2016 ($0.300 million) for ongoing work performed for Legal Services (i.e. surveying for land expropriation, etc. primarily for Metrolinx). This work has been ongoing for a number of years and will now be formalized in the budget.

Toronto Fire Services

2016 OPERATING BUDGET OVERVIEW

Toronto Fire Services (TFS) provides City of Toronto residents and businesses with protection against loss of life, property and the environment from the effects of fire, illness, accidents, and all other hazards through preparedness, prevention, public education, and emergency response with an emphasis on quality services, efficiency, effectiveness, and safety.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $433.926 million gross and $418.598 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	432,888.7	433,926.2	1,037.6	0.2%
Gross Revenues	17,000.2	15,328.7	(1,671.5)	(9.8%)
Net Expenditures	**415,888.5**	**418,597.6**	**(2,709.1)**	**(0.7%)**

The net pressure of $2.709 million is due mainly to inflationary increases in salaries and benefits, new funding of $0.693 million for 17 new Fire Prevention and Public Education positions and an increase of $1.400 million in funding for Workplace Safety Insurance Board (WSIB) claims based on actual experience and known salary and benefit adjustments.

Fast Facts

- Toronto Fire Services is currently the largest municipal fire service in Canada with:
  - 83 Fire Stations across Toronto;
  - 370 heavy & light emergency support and training vehicles; and
  - 3,168 full time positions.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Toronto Fire Services of $433.926 million gross and $418.598 million net provides funding for four services: Fire Rescue & Emergency Response; Disaster Response & Event Support; Fire Prevention, Inspection & Enforcement; and Fire Safety Education.
- The budget is $2.709 million or 0.7% over the 2015 Approved Budget.

2015 Key Service Accomplishments

In 2015, Toronto Fire Services accomplished the following:

Fire Rescue & Emergency Response

- ✓ Trained 119 new fire fighting recruits for Fire Operations with another class of 39 commencing their training on November 16, 2015.
- ✓ Provided planning and operational support for the 2015 Pan Am Games.
- ✓ Newly acquired Fire Boat (Wm. Thornton) refurbished and placed into active service in October 2015.
- ✓ Led implementation of the Toronto Radio Infrastructure Project (TRIP), installing emergency radio system infrastructure for Toronto Fire Services, Toronto Paramedic Services, and Toronto Police Services. As of October 2015, all 3 Divisions are now fully using the radio system.
- ✓ Implemented the Fire Station Alerting (FSA) system in all TFS fire stations which will assist in reducing overall response time and improve the communication of response details between Communications and Operations.
- ✓ As of October 2015, the Predictive Modelling Program has been implemented. This tool will better inform future decisions on station locations, apparatus locations, and staffing models for maximizing operational effectiveness and efficiency.

Fire Prevention, Inspection & Enforcement

- ✓ Conducted proactive inspections of all Pan Am Games' venues; and provided consultation, planning and approval of Display Fireworks and Special Effect Pyrotechnics for Pan Am Games related events.
- ✓ Completed inspections and timed evacuation drills of Vulnerable Occupancies to provide fire safety for individuals with special care needs in retirement homes, hospitals, Long-Term Care facilities and applicable care facilities.
- ✓ Fire Safety Education
- ✓ Completed the Safety Awareness Week Campaign focussed on fire safety for high rise residents. Staff visited over 5,468 units representing an increase of 75% over the 2014 campaign.
- ✓ TFS partnered with the Fire Marshal's Public Fire Safety Council to deliver the NFPA's "Learn Not to Burn" curriculum to 120 fire and life safety educators. New curriculum to be introduced / rolled out to TDSB and TCDSB elementary schools in early 2016.
- ✓ Commenced a pilot program using NFPA's Remembering When program which focussed on older adults and seniors, and Circle of Care an agency providing home care visits to vulnerable seniors.

Our Service Deliverables for 2016

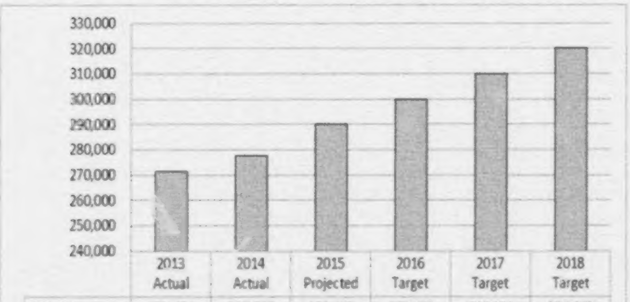
Toronto Fire Services is responsible for providing 24-hour emergency response to individuals experiencing injury or illness. The 2016 Operating Budget will:

- Provide 24-hour emergency response for the City of Toronto from 83 fire stations located across the City
- Replace 18 emergency response vehicles in 2016
- Respond to and manage approximately 115,000 emergency incidents resulting in approximately 300,000 vehicle responses
- Respond to and manage 26,000 fire alarms and over 11,000 working fires
- Respond to and manage 53,500 medical emergencies and over 12,900 vehicle incidents and rescues
- Conduct 291 vulnerable occupancy inspections
- Complete 6,603 complaint/ request inspections
- Inspect 330 rooming houses/ multi-residential apartment buildings/vacant buildings
- Conduct 600 Elementary school fire safety presentations
- Conduct 250 fire safety presentations for Seniors

Trends

- With the hiring of Fire Prevention and Public Education staff in 2014, 2015 and 2016, TFS has been able to prioritize the inspections and education activities for more complex and high-risk buildings, including vulnerable occupancies, high rise buildings and multi-residential buildings.
- Growth, densification and congestion contribute to the volume and complexity of emergency incidents in the City. As a result, multiple specialized trucks and crews are required to respond. On average, the number of vehicles responding to an emergency incident increased by 27% from 1.96 vehicles in 2009 to 2.49 vehicles in 2014.
- The demand for multiple trucks and crew responses is forecasted to grow alongside population growth and density. This has been estimated at 3.4% per year in both 2016 and 2017.

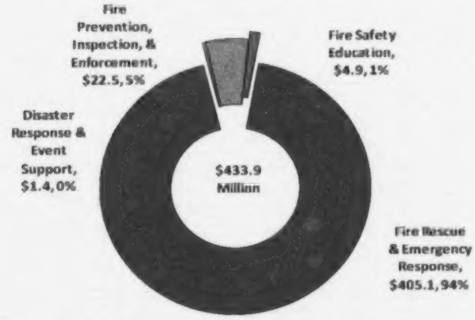
# of Frontline Emergency Apparatus Responding to Emergencies Incidents



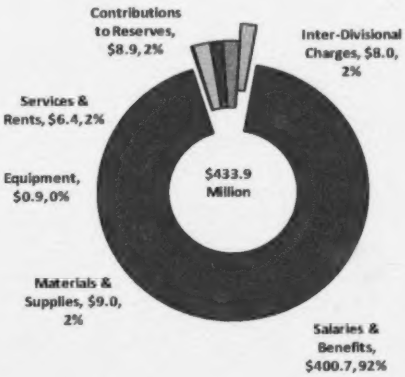
2016 Operating Budget Expenses & Funding

Where the money goes:

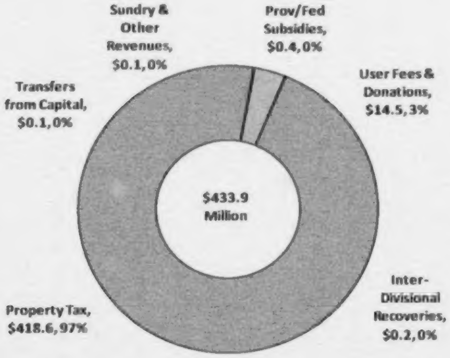
2016 Budget by Service



2016 Budget by Expenditure Category



Where the money comes from:



Our Key Issues & Priority Actions

- **Transition to Fire Underwriters Survey (FUS) insurance grade rating of Class 2 -** TFS strategic plan is to focus resources on prevention, public education, inspection to reduce the incidence of fires and other emergencies.
  - ✓ During 2013 - 2015, 65 new fire prevention and public education positions were added.
  - ✓ The transition of FUS rating to "Class 2" will require additional 50 Fire Prevention officers as well as other technological improvements.
  - ✓ The 10-Year Capital Plan includes investment in technology such as dynamic staging/predictive modelling capability that will aid in the deployment of fire resources and help transition to Class 2.
  - ✓ The 2016 Budget includes funding for 17 new Fire Prevention and Public Safety Officer positions.

- **Aging Fire Trucks - Review undertaken in 2015 called** for a contribution of $7.200 million per year to the TFS Vehicle Reserve to clear the backlog of 15 year old vehicles over a five-year period (2015-2019).
  - ✓ TFS Vehicle Reserve with the 2016 contribution of $6.203 million has sufficient funding to meet TFS's objective to replace a total of 18 heavy vehicles in 2016 of which 12 are over 15 years old (of the 24 vehicles that are over 15 years old identified in 2015). Therefore the incremental $0.500 million contribution in 2016 is not required.
  - ✓ Financial Planning and TFS will review the sufficiency of the Vehicle Reserve for the 2017 Budget process to ensure the backlog continues to be replaced as per the plan.

Program Map

Fire Services

The Toronto Fire Service provides high quality, safe, efficient, effective and caring emergency response and fire prevention and education services to those who live in, work in, and visit our City in order to: a) Protect life, property and the environment from the effects of fire, illness, accidents, natural disasters and all other hazards; b) Enhance fire and life safety, and raise community awareness about all hazards; c) Pursue the acquisition and use of the most effective technology, equipment and resources to ensure performance in a competent and professional manner.

Fire Rescue & Emergency Response

Purpose:
First response fire suppression, rescue and emergency services are provided by an "all hazards" delivery organization (Fire Services – Operations). The service operates "round the clock, year-round" at full capacity. The residents and visitors to Toronto are provided with immediate advanced life-saving and first aid for incidents of fire, accident and medical emergencies. Property protection is provided by fully trained and experienced fire suppression teams.

Disaster Response & Event Support

Purpose:
To provide standby fire support for a variety of large scale events and respond to emergencies involving mass victims.

- Heavy Urban Search & Rescue
- Chemical, Biological, Radiological, Nuclear, and Explosive Response
- Event Support

Fire Safety Education

Purpose:
Fire Safety and Education is mandated to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire.

- School Based Fire Education
- Campaign Based Fire Education

Fire Prevention, Inspection, & Enforcement

Purpose:
Fire Prevention is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect and re-inspect after re-development all public buildings to enforce the Fire code for the safety of occupants and the protection of property.

- Fire Code Enforcement
- Development Review

Service Customer

Fire Rescue & Emergency Response
- Incident Victim
- Property owner
- Property occupant
- Adjacent Property owners
- Insurance Companies

Disaster Response & Event Support
- Incident Victim(s)
- Corporations
- City Divisions – Office of Emergency Management, Shelter Support & Housing Administration, Emergency Medical Services, Toronto Police Services
- Large Event Attendees
- Insurance Companies
- Local Businesses
- Local Residents

Fire Safety Education
- Toronto Elementary School Teachers
- Community Groups
- Businesses
- Elementary School Children
- Parents / Guardians
- General Public

Fire Prevention, Inspection, & Enforcement
- Property owners
- Property User / Occupant
- Adjacent Property Owners / Neighbours

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Fire Rescue & Emergency Response											
Gross Expenditures	405,476.3	406,213.6	405,071.2		405,071.2	(405.0)	(0.1%)	3,352.6	0.8%	4,086.4	1.0%
Revenue	13,641.3	14,216.9	14,438.3		14,438.3	797.0	5.8%				
Net Expenditures	391,834.9	391,996.7	390,632.9		390,632.9	(1,202.0)	(0.3%)	3,352.6	0.9%	4,086.4	1.0%
Disaster Response & Event Support											
Gross Expenditures	3,700.1	3,146.1	1,445.9		1,445.9	(2,254.2)	(60.9%)	(67.6)	(4.7%)	2.4	0.2%
Revenue	2,846.7	2,105.9	400.0		400.0	(2,446.7)	(85.9%)				
Net Expenditures	853.4	1,040.2	1,045.9		1,045.8	192.5	22.6%	(67.6)	(6.5%)	2.4	0.2%
Fire Prevention, Inspection, & Enforcement											
Gross Expenditures	19,236.0	17,970.4	21,781.8	692.7	22,474.5	3,238.6	16.8%	1,589.7	7.1%	368.9	1.5%
Revenue	500.9	547.1	479.8		479.8	(21.1)	(4.2%)				
Net Expenditures	18,735.1	17,423.3	21,302.1	692.7	21,994.8	3,259.7	17.4%	1,589.7		368.9	
Fire Safety Education											
Gross Expenditures	4,476.4	3,738.4	4,934.6		4,934.6	458.2	10.2%	121.7		95.4	
Revenue	11.3	2.2	10.6		10.6	(0.6)	(5.6%)				
Net Expenditures	4,465.1	3,736.2	4,924.0		4,924.0	458.9	10.3%	121.7	2.5%	95.4	1.9%
Total											
Gross Expenditures	432,888.7	431,068.5	433,233.6	692.7	433,926.3	1,037.6	0.2%	4,996.4	1.2%	4,553.1	1.0%
Revenue	17,000.2	16,872.1	15,328.7		15,328.7	(1,671.5)	(9.8%)				
Total Net Expenditures	415,888.5	414,196.4	417,904.9	692.7	418,597.6	2,709.1	0.7%	4,996.4	1.2%	4,553.1	1.1%
Approved Positions	3,156.8	3,155.3	3,151.3	17.0	3,168.3	11.5	0.4%				

The Toronto Fire Services' 2016 Operating Budget is $433.926 million gross and $418.598 million net, representing a 0.7% increase to the 2015 Approved Net Operating Budget which is over the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

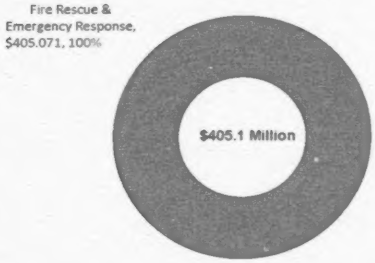
- Base pressures totaling $2.016 million are mainly attributable to increases in WSIB claim payments based on actual experience, known salary and benefit adjustments offset by PEP savings, and operating impact of completed capital projects.
- The budget pressures have been partially offset by increased revenues from user fees due to an increase in charges for emergency response on provincial highways as authorized by the Province.
- The 2016 Operating Budget includes new funding of $0.693 million gross and net to fund an additional 17 new Fire Prevention and Public Education positions to enhance the City's fire prevention and public education programs.
- The 2016 Operating Budget will result in Toronto Fire Services increasing its total staff complement by 11.5 positions from 3,156.8 to 3,168.3.
- The 2017 and 2018 future year incremental costs are mainly attributable to step increments and progression pay increases, annualized costs of the 17 new permanent positions approved in 2016, and the additional contribution to the vehicle reserve in 2017 subject to the review of the Fleet Replacement Plan for TFS.

Fire Rescue & Emergency Response

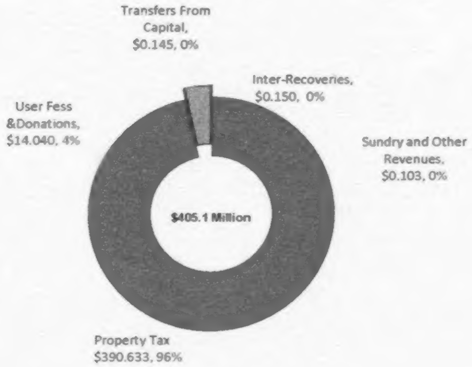
What We Do

- First response fire suppression, rescue and emergency services are provided by Toronto's only "all hazards" emergency response organization (Fire Services – Operations). The service operates 24/7/365 at full capacity. The residents and visitors to Toronto are provided with all-hazards emergency response across the City of Toronto.

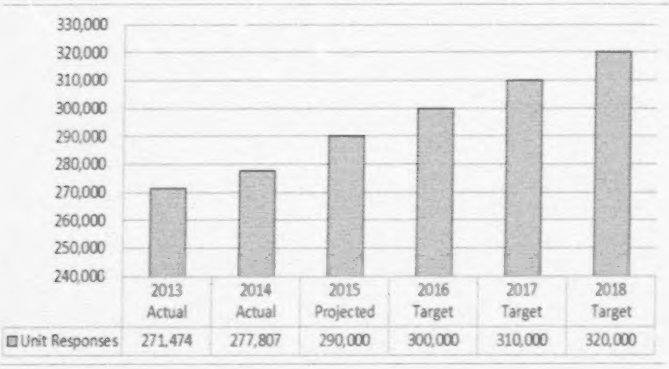
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



of Frontline Emergency Apparatus Responding to Emergency Incidents



- The complexities of heavy urban emergency response drive the requirement for multiple specialized apparatus and crews to respond to many emergency incidents.
- The average number of vehicles responding to each emergency incident has increased by 27% from 1.96 vehicles in 2009 to 2.49 vehicles in 2014.
- The demand for multiple apparatus and crew responses is forecasted to grow in conjunction with population growth.

2016 Service Levels

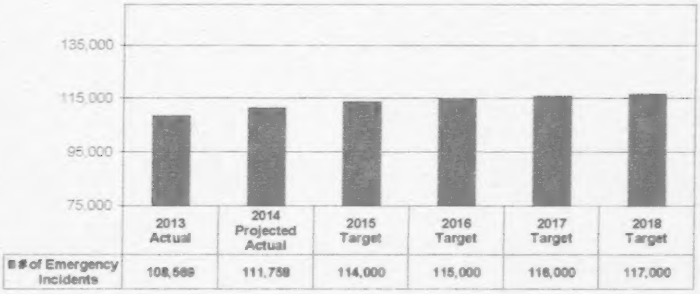
Fire Rescue & Emergency Response

Service	Activity	Type	Service Levels				
			2012	2013	2014	2015 YTD	2016
Fire Rescue & Emergency Response		Call Processing Time (call received to dispatch) (1:00, 90% of the time as per NFPA 1221)	New in 2015		90%	90%	90%
		Actual			92%	94%	
		Turnout Time (dispatch to 1st truck responding) (1:20, 90% of the time as per NFPA 1710)	New in 2015		90%	90%	90%
		Actual			43%	47%	
		Travel Time (1st truck responding to on scene) (4:00, 90% of the time as per NFPA 1710)	New in 2015		90%	90%	90%
		Actual			75%	76%	
		Total Response Time (call received to 1st truck on scene) (6:20, 90% of the time as per NFPA 1710)	New in 2015		90%	90%	90%
		Actual			80%	81%	
		Total Response Time (full 1st alarm assignment) (10:20, 90% of the time)	New in 2015			90%	90%
		Actual			87%	87%	

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels to show the response time for distinct service types.

Service Performance

Output Measure – Number of Emergency Incidents



- Emergency incidents include TFS response to all types of emergencies including fires, emergency medical incidents, all types of rescue including water, high-angle, and specialized services including hazardous materials, etc.
- The reduction in incidents in 2013 onwards is the result of changes to the Tiered Response criteria where TFS responds to less medical calls.
- The 2016 – 2018 targets for emergency incidents are based on approximately 1% increase on a year to year basis based on the 2013 and 2015 experience.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fire Rescue & Emergency Response	405,447.4	405,071.2		405,071.2	(376.1)	(0.1%)		**405,071.2**	(376.1)	(0.1%)	3,352.6	0.8%	4,086.4	1.0%
Total Gross Exp.	405,447.4	405,071.2		405,071.2	(376.1)	(0.1%)		**405,071.2**	(376.1)	(0.1%)	3,352.6	0.8%	4,086.4	1.0%
REVENUE														
Fire Rescue & Emergency Response	13,641.3	14,438.3		14,438.3	797.0	5.8%		**14,438.3**	797.0	5.8%				
Total Revenues	13,641.3	14,438.3		14,438.3	797.0	5.8%		**14,438.3**	797.0	5.8%				
NET EXP.														
Fire Rescue & Emergency Response	391,806.0	390,632.9		390,632.9	(1,173.1)	(0.3%)		**390,632.9**	(1,173.1)	(0.3%)	3,352.6	0.9%	4,086.4	1.0%
Total Net Exp.	391,806.0	390,632.9		390,632.9	(1,173.1)	(0.3%)		**390,632.9**	(1,173.1)	(0.3%)	3,352.6	0.9%	4,086.4	1.0%
Approved Positions	2,945.7	2,943.8		2,943.8	(1.9)	(0.1%)		**2,943.8**	(1.9)	(0.1%)				

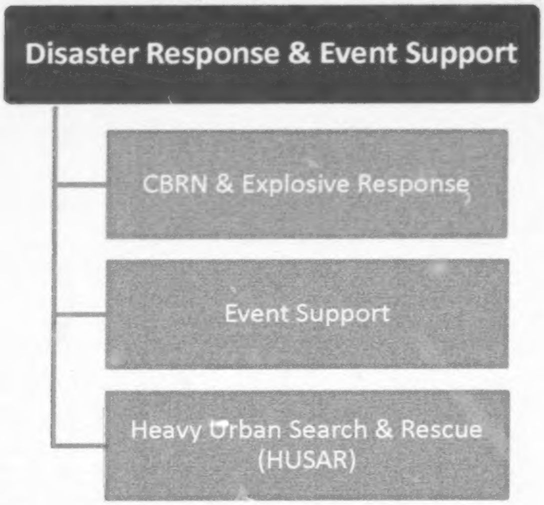
The **Fire Rescue & Emergency Response** service provides first response fire suppression, rescue and emergency services by an "all hazards" delivery team (Fire Services – Operations). This service operates "round the clock, year-round" at full capacity and residents and visitors to Toronto are provided with immediate advanced life-saving and first aid for incidents of fire, accident and medical emergencies.

The 2016 Operating Budget for the Fire Rescue & Emergency Response of $405.071 million gross and $390.633 million net is $1.173 million or 0.3% under the 2015 Approved Net Budget.

Base budget pressures in Fire Rescue & Emergency Response service are primarily due to the following:

- Increased funding of $1.330 million required to align WSIB 2016 budget to actual experience, operating impact of two completed capital projects as well as increased Solid Waste collection charges are driving the costs for this service. Other base pressures due to salary and benefit adjustments have been more than offset by PEP savings resulting from moving to position based budgeting and realignment of staff to other services for accurate reporting.
- These pressures were more than offset by revenue changes arising from the elimination of contribution of $0.690 million to the Capital Financing Reserve which is no longer required as well as increased user fee revenues following the increased rates for emergency response by TFS' on provincial highways.
- The 2017 and 2018 Plan reflects the inflationary cost increases for progression pay, and fringe benefits adjustments and an increase to the vehicle reserve of $1.000 million in 2017 which was deferred in 2016.

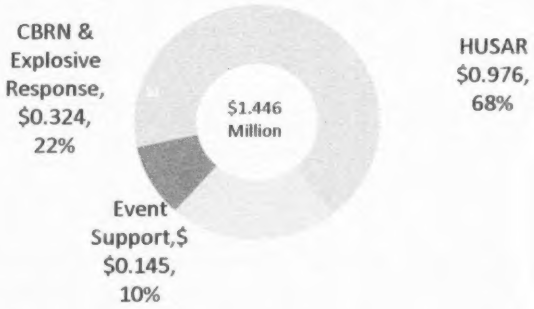
Disaster Response & Event Support


Disaster Response & Event Support
CBRN & Explosive Response
Event Support
Heavy Urban Search & Rescue (HUSAR)

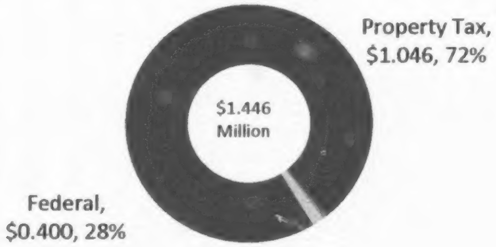
What We Do

- Provide proactive support and emergency response planning for a variety of large scale events and respond to emergencies involving mass victims, including chemical, biological, radiological, nuclear & explosive (CBRNE) response to emergency incidents both within the City and as requested by the provincial and/or federal governments.

2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2016 Service Levels

Disaster Response & Event Support

Service	Activity	Type	Service Levels				
			2012	2013	2014	2015	2016
Disaster Response and Event Support	Heavy Urban Search and Rescue		Service level currently under development				
	Chemical, Biological, Radiological, Nuclear, and Explosive Response		Service level currently under development				
	Event Support		Service level currently under development				

TFS will be working with Financial Planning to finalize service levels in time for the 2017 Budget process.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Chemical, Biological, Radiological, Nuclear & Explosive Response	318.5	324.3		324.3	5.8	1.8%		**324.3**	5.8	1.8%	(1.0)	(0.3%)	0.1	0.0%
Event Support	2,446.7	145.3		145.3	(2,301.4)	(94.1%)		**145.3**	(2,301.4)	(94.1%)	(59.1)		0.6	0.7%
Heavy Urban Search & Rescue	963.8	976.3		976.3	12.5	1.3%		**976.3**	12.5	1.3%	(7.5)	(0.8%)	1.6	0.2%
Total Gross Exp.	3,729.0	1,445.9		1,445.9	(2,283.1)	(61.2%)		**1,445.9**	(2,283.1)	(61.2%)	(67.6)	(4.7%)	2.4	0.2%
REVENUE														
Chemical, Biological, Radiological, Nuclear & Explosive Response	100.0	100.0		100.0				**100.0**						
Event Support	2,446.7				(2,446.7)	(100.0%)			(2,446.7)	(100.0%)				
Heavy Urban Search & Rescue	300.0	300.0		300.0				**300.0**						
Total Revenues	2,846.7	400.0		400.0	(2,446.7)	(85.9%)		**400.0**	(2,446.7)	(85.9%)				
NET EXP.														
Chemical, Biological, Radiological, Nuclear & Explosive Response	218.5	224.3		224.3	5.8	2.7%		**224.3**	5.8	2.7%	(1.0)	(0.5%)	0.1	0.1%
Event Support		145.3		145.3	145.3	N/A		**145.3**	145.3	N/A	(59.1)		0.6	N/A
Heavy Urban Search & Rescue	663.8	676.3		676.3	12.5	1.9%		**676.3**	12.5	1.9%	(7.5)	(1.1%)	1.6	0.2%
Total Net Exp.	882.3	1,045.9		1,045.9	163.6	18.5%		**1,045.9**	163.6	18.5%	(67.6)	(6.5%)	2.4	0.2%
Approved Positions	6.3	8.4		8.4	2.1	32.4%		**8.4**	2.1	32.4%				

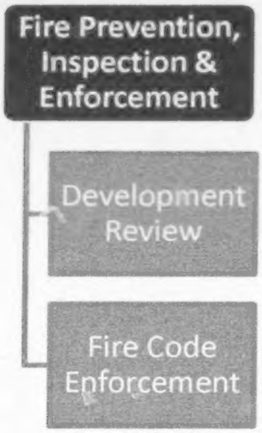
The **Disaster Response & Event Support** service provides standby fire support for a variety of large scale events and response to emergencies involving mass victims.

The 2016 Operating Budget for **Disaster Response & Event Support** of $1.446 million gross and $1.046 million net is $0.163 million or 18.5% over the 2015 Approved Net Budget.

Base budget pressures in **Disaster Response & Event Support service** are primarily due to known salaries and benefit adjustments and inflationary increases for non-salary accounts.

- The reduction of $2.301 million under the activity, Event Support, mainly reflects the reversal of one-time funding of $2.446 million gross and $0 net for TFS' participation in the PanAm Games partially offset by inflationary increase in salaries and benefits.

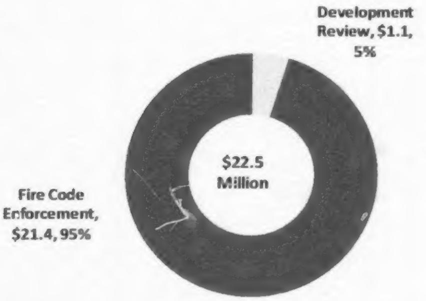
Fire Prevention, Inspection & Enforcement



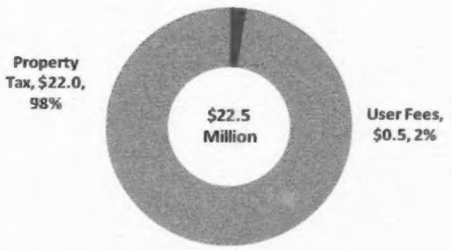
What We Do

- Fire Prevention is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect buildings for the purposes of enforcing the Ontario Fire Code for the safety of occupants and the protection of property.

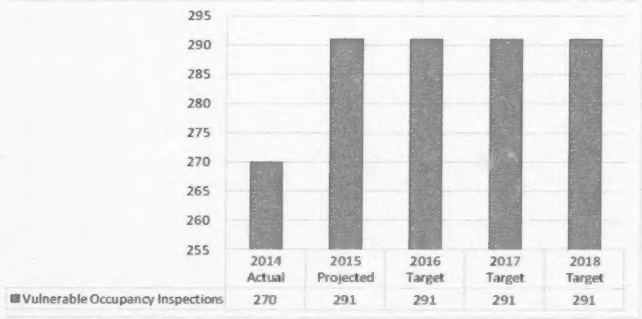
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Vulnerable Occupancy Inspections



- In 2014 the Ontario Fire Code was amended to enhance the fire safety of occupants in care occupancies, hospital/care and treatment occupancies, and retirement homes.
- TFS allocated 4,260 hours to inspect 270 vulnerable occupancies in 2014, making high risk occupancies a top priority. An additional 2,200 hours was allocated in 2015 to inspect a total of 291 buildings.
- The 2016 and future year targets are based on the newly released NFPA 1730 standard for Fire Prevention and Public Education; and is subject to increase with the addition of new vulnerable occupancies.

2016 Service Levels

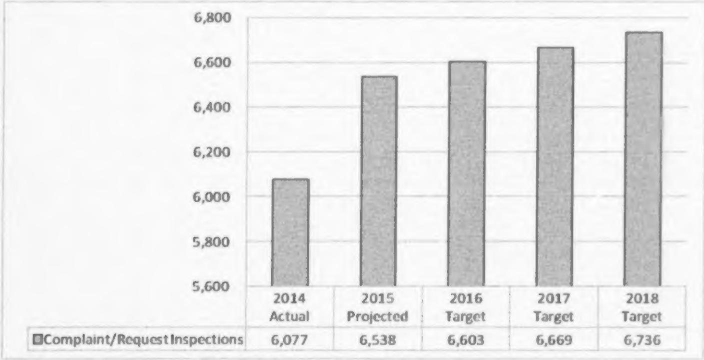
Fire Prevention, Inspection & Enforcement

Service	Activity	Type	Service Levels				
			2012	2013	2014	2015	2016
Fire Prevention, Inspection, & Enforcement	Development Review		29% of inspections completed within 7 days		Service levels under review		Discontinued and replaced by specific type below.
		# of Ontario Building Code Inspections	New in 2016				2,073
	Fire Code Enforcement		25% of inspections compliant on first inspection		Service levels under review		Discontinued and replaced by specific type below.
		# of Vulnerable Occupancy Inspections conducted annually	New in 2016				291
		# of Complaint/Request inspections conducted annually	New in 2016				6,603
		# of Post-Fire Inspections conducted annually	New in 2016				250
		# Rooming Houses, MRAB & Vacant Building inspections conducted annually	New in 2016				330

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels. Two of the service levels have been replaced with 5 new service levels as a result of the new legislated annual requirements that came into force on January 1, 2014 that enhance fire safety in facilities housing seniors, people with disabilities, and other vulnerable Ontarians; including witnessed and timed mandatory fire drills to ensure all duties under the approved safety plan are carried out and a mandatory Inspection Checklist to ensure fire protection systems are up to date.

Service Performance

Output Measure – Number of Complaints / Requested Inspections



- TFS is mandated to assess requests/ complaints made by or on behalf of an owner of a building regarding non-compliance to the fire code to determine whether it would be advisable to conduct a fire safety inspection in the building or a part of the building as a result of the request/complaint.
- Based on the number of enquiries from the public, TFS projects an increase of 1% per year from 2016 to 2018.

Table 4

2016 Service Budget by Activity

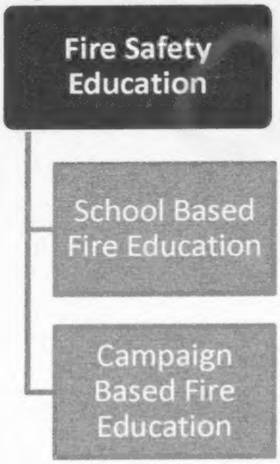
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Development Review	796.9	923.0		923.0	126.1	15.8%	145.5	1,068.5	271.6	34.1%	285.1	26.7%	12.6	0.9%
Fire Code Enforcement	18,439.1	20,858.8		20,858.8	2,419.7	13.1%	547.2	21,406.0	2,966.9	16.1%	1,304.6	6.1%	356.3	1.6%
Total Gross Exp.	19,236.0	21,781.8		21,781.8	2,545.9	13.2%	692.7	22,474.5	3,238.6	16.8%	1,589.7	7.1%	368.9	1.5%
REVENUE														
Development Review	14.6	14.1		14.1	(0.6)	(3.8%)		14.1	(0.6)	(3.8%)				
Fire Code Enforcement	486.2	465.7		465.7	(20.6)	(4.2%)		465.7	(20.6)	(4.2%)				
Total Revenues	500.9	479.8		479.8	(21.1)	(4.2%)		479.8	(21.1)	(4.2%)				
NET EXP.														
Development Review	782.3	909.0		909.0	126.7	16.2%	145.5	1,054.5	272.2	34.8%	285.1	27.0%	12.6	0.9%
Fire Code Enforcement	17,952.8	20,393.1		20,393.1	2,440.3	13.6%	547.2	20,940.3	2,987.5	16.6%	1,304.6	6.2%	356.3	1.6%
Total Net Exp.	18,735.1	21,302.1		21,302.1	2,567.0	13.7%	692.7	21,994.8	3,259.7	17.4%	1,589.7	7.2%	368.9	1.5%
Approved Positions	175.8	169.1		169.1	(6.7)	(3.8%)	17.0	186.1	10.3	5.8%				

The **Fire Prevention, Inspection and Enforcement** service is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect and re-inspect after re-development all public buildings to enforce the Fire code for the safety of occupants and the protection of property.

The 2016 Operating Budget for Fire Prevention, Inspection and Enforcement of $22.475 million gross and $21.995 million net is $3.260 million net or 17.4% over the 2015 Approved Net Budget.

- Base budget pressures in Fire Prevention, Inspection and Enforcement are primarily due to known salaries and benefit adjustments, including the annualized salaries and benefits of the 19 new positions approved in 2015, and inflationary increases for non-payroll accounts.
- The 2016 Operating Budget includes new funding of $0.693 million gross and net for 17 new Fire Prevention and Public Education positions, allocated between the 2 activities, that will provide various services such as enhanced pre-fire planning program, a city-wide risk based inspection program, fire cause determinations/fire investigation to assist in the development of targeted public education efforts, and additional education staff to deliver fire safety messages across the City.

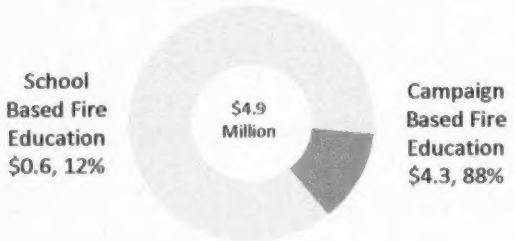
Fire Safety Education



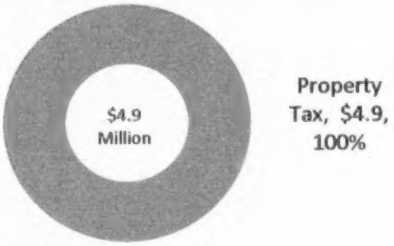
What We Do

- Fire Safety Education is mandated through the Ontario Fire Protection and Prevention Act (FPPA) to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire.

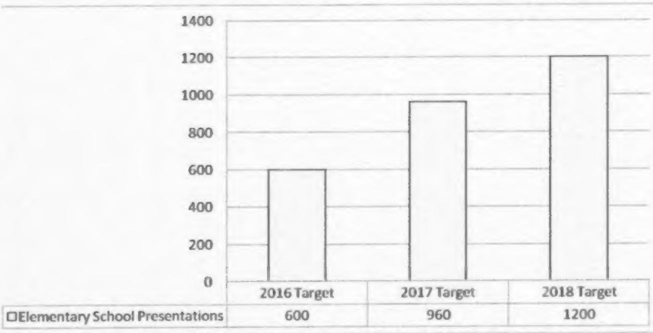
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Elementary School Presentation



- The presentations are designed to teach children from Prep to Grade 6 about basic home fire safety and are developed for Public Education in accordance with the new NFPA 1730 standard.
- Risk Watch is a school-based curriculum to provide information to help children and their families prepare for natural disasters, and teaches children how to make safer choices and avoid unintentional injuries.
- The 2016 and future year targets reflect the addition of 50 positions over a period of 3 years (2016-2018) in Fire Prevention and Public Education subject to Council consideration in 2016 and future year operating budget processes.

2016 Service Levels

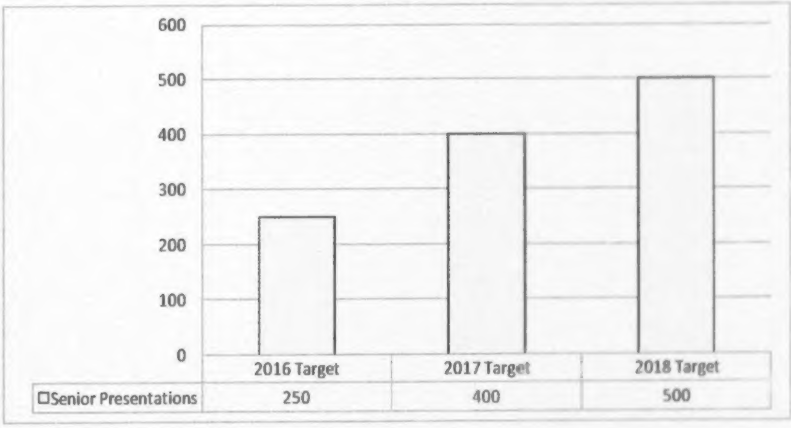
Fire Safety Education

Service	Activity	Type	Service Levels				
			2012	2013	2014	2015	2016
Fire Safety Education	School Based Fire Education		100% of Schools, up to grade 4; and, grades 5 to 8 by June 2012 in all TCDSB and TDSB schools.	Continue to expand annual public education initiatives promoting fire safety and awareness	Continue to expand annual public education initiatives promoting fire safety and awareness	Continue to expand annual public education initiatives promoting fire safety and awareness	Discontinued and replaced by below
		# Elementary school presentations conducted annually	New in 2016				600
	Campaign Based Fire Education	Fire Education Material / Brochures	1 public educator per 130,000 population		1 public educator per 103,879 population	1 public educator per 94,299 population	Discontinued and replaced by below
		Fire Education Training Sessions*	1 public educator per 130,000 population		1 public educator per 103,879 population	1 public educator per 94,299 population	Discontinued and replaced by below
		Public Events	1 public educator per 130,000 population		1 public educator per 103,879 population	1 public educator per 94,299 population	Discontinued and replaced by below
		# Presentations conducted annually for Seniors	New in 2016				250

The 4 service levels approved in 2015 has been replaced by 2 new service levels.

Service Performance

Output Measure – Number of Senior Presentations



- Educational fire safety programs and presentations are implemented by TFS to help plan and implement fire safety interventions for the high-risk group of older adults.
- Statistically, older adults are more than two times as likely to die in a fire than any other age group and is important to identify the main causes of senior fire deaths and injuries and provide ways to avoid these incidents.
- Based on the number of enquiries from the public, TFS projects an increase of 1% per year.

Table 5

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Campaign Based Fire Education	3,943.1	4,318.3		4,318.3	375.2	9.5%		**4,318.3**	375.2	9.5%	119.7	2.8%	85.0	1.9%
School Based Fire Education	533.3	616.4		616.4	83.0	15.6%		**616.4**	83.0	15.6%	2.0		10.4	1.7%
Total Gross Exp.	4,476.4	4,934.6		4,934.6	458.2	10.2%		**4,934.6**	458.2	10.2%	121.7	2.5%	95.4	1.9%
REVENUE														
Campaign Based Fire Education	3.2	2.6		2.6	(0.6)	(19.9%)		**2.6**	(0.6)	(19.9%)				
School Based Fire Education	8.1	8.1		8.1				**8.1**						
Total Revenues	11.3	10.6		10.6	(0.6)	(5.6%)		**10.6**	(0.6)	(5.6%)				
NET EXP.														
Campaign Based Fire Education	3,939.9	4,315.7		4,315.7	375.8	9.5%		**4,315.7**	375.8	9.5%	119.7	2.8%	85.0	1.9%
School Based Fire Education	525.3	608.3		608.3	83.0	15.8%		**608.3**	83.0	15.8%	2.0		10.4	1.7%
Total Net Exp.	4,465.1	4,924.0		4,924.0	458.9	10.3%		**4,924.0**	458.9	10.3%	121.7	2.5%	95.4	1.9%
Approved Positions	29.0	29.0		29.0				**29.0**						

The **Fire Safety Education** service is mandated to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire.

The 2016 Operating Budget for **Fire Safety Education** of $4.935 million gross and $4.924 million net is $0.459 million or 10.3% over the 2015 Approved Net Budget.

Base budget pressures in **Fire Safety Education** are primarily due to known salaries and benefit adjustments including the annualized salaries and benefits of the 6 new positions approved in 2015.

Toronto Fire Services

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Fire Services (TFS) is dedicated to protect life, property and the environment from the effects of fires, illnesses, accidents, natural disasters and other hazards.

TFS currently operates 83 fire stations and 9 support facilities with a total area of approximately 775,125 sq. ft. with an estimated replacement value of $387.562 million.

Fire Services' 10-Year Capital Plan of $57.240 million provides funding for the replacement of equipment such as portable radios, defibrillators and bunker suits, the construction of 3 new fire stations based on forecasted population density and associated emergency response times and technological changes to improve efficiency in response to service demands.

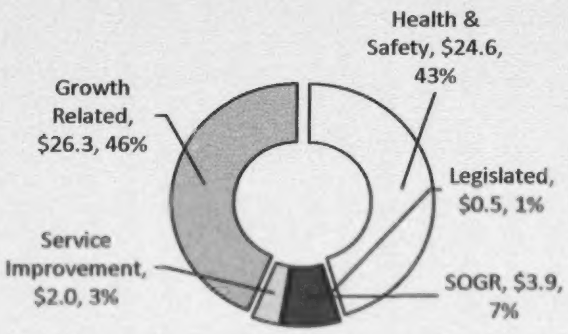
Some of the technology advancements include the implementation of predictive modelling tool and enhancements to the Computer Aided Dispatch (CAD) that will aid in ensuring operational resources are positioned across the city in the most optimal locations.

2016 Capital Budget Highlights

- ✓ The 2016 Capital Budget for Toronto Fire Services of $16.634 million, excluding carry forward funding, will:
- ✓ Begin three new multi-year projects which include the purchase of gas meters, CBRNE equipment; and replacement of the Emergency Fire Communication Workstation Consoles ($0.270 million).
- ✓ Complete thirteen capital projects such as the purchase of bunker suits; thermal imaging cameras and specialized trucks and equipment, upgrades to the computer aided dispatch and the emergency communication system, renovation of the South Command Fire Prevention Office consolidation, and the acquisition of pulse oximeters. ($10.035 million).
- ✓ Continue the construction of two previously approved fire station projects, Station B (Downsview), and Station A (Woodbine) with completion estimated in 2017 ($6.329 million).

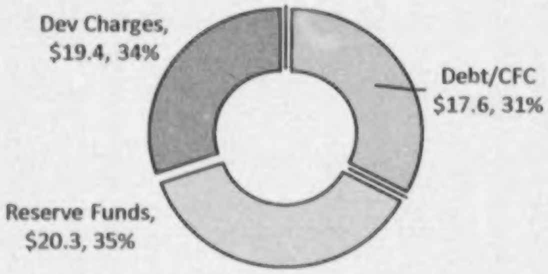
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$57.240 Million

2016-2025 Capital Budget and Plan by Funding Source



$57.240 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $57.240 million provides funding for:

- Health and Safety projects which include the replacement purchase of medical equipment and a legislated project for the annual replacement of Heavy Urban Search & Rescue equipment.
- Growth related projects for the construction of 3 new fire stations and the purchase of specialized trucks and equipment.
- Service Improvements include the rebuild of Chaplin Fire Station, South District consolidation and enhancements to the Emergency Communication System.
- State of Good Repair (SOGR) projects include funding for the maintenance of training equipment and facilities and enhancements to the Computer Aided Dispatch system.

Where does the money come from?

The 10-year Capital Plan of $57.240 is funding from the following sources:

- New debt funding of $17.618 million comprises 30.8% of total funding which is below the debt guideline over the 10-year planning period;
- Development Charge funding of $19.362 million or 33.8% based on the portion of projects that are eligible for growth related funding;
- Reserve/Reserve funding of $20.260 million or 35.4% from three reserves, the Equipment Reserve Fund, Capital Financing Reserve, and the Land Acquisition Reserve Fund.

State of Good Repair Backlog

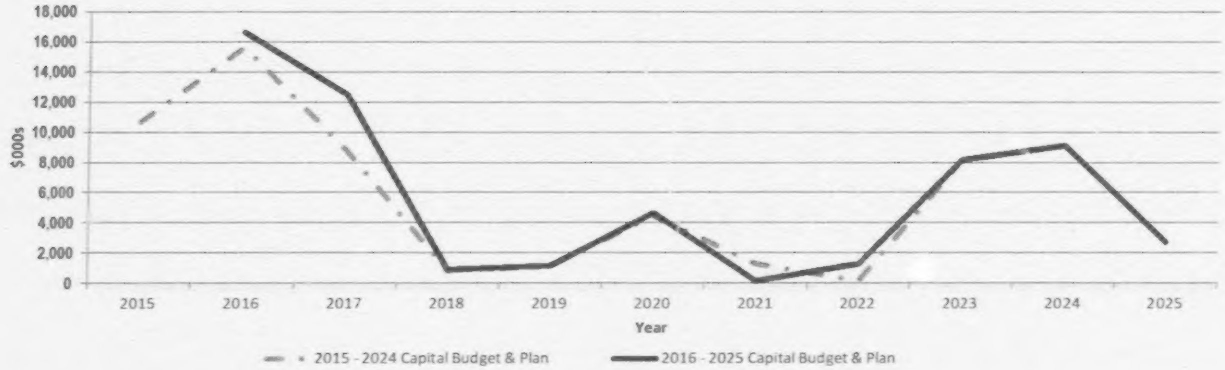
- The 10-Year Capital Plan does not include funding to address the state of good repair backlog for TFS facilities as asset management capital funding was transferred to Facilities Management & Real Estate (FM&RE) in 2010 to ensure that consistency in maintenance standards are applied through City facilities.
- Facility Management & Real Estate' 10-Year Capital Plan includes $32.369 million over 10 years to address Fire Services' SOGR backlog for facilities occupied by TFS which is estimated at $104.398 million or 26.9% as a percentage of asset value of $387,563 million by 2024.
- TFS does not have a state of good repair backlog for its equipment as these are replaced according to TFS' Equipment Replacement schedule which is required to maintain service continuity, staff safety and regulatory compliance.

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $2.953 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $2.953 million or 4.9% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	10,661	15,633	8,775	820	1,150	4,450	1,250	150	8,186	9,118		60,193
2016 - 2025 Capital Budget & Plan		16,634	12,465	920	1,150	4,650	150	1,250	8,186	9,118	2,717	57,240
Change %		6.4%	42.1%	12.2%	0.0%	4.5%	(88.0%)	733.3%	0.0%	0.0%		(4.9%)
Change $		1,001	3,690	100	0	200	(1,100)	1,100	0	0		(2,953)

As made evident in the chart above, the $2.953 million decrease is reflective of lower capital needs and smoothing of cash flows for capital projects based on updated information and previous purchasing experience.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $4.991 million increase in capital funding over the nine common years of the Capital Plan (2016 – 2024) arise from the reprioritization of Toronto Fire Services' capital projects based on the following factors:

- ✓ Updated construction schedules for the new fire station projects, Station A (Woodbine) and Station B (Downsview) due to delays in land acquisition and unanticipated preliminary work requirements such as the re-location of underground sewers and electrical lines that were not considered during the planning stage.
- ✓ Deferral of cash flow funding for the purchase of defibrillators by 1 year as current defibrillators can still be used for another year prior to replacement.

The addition of two new projects that will provide funding for equipment to ensure the health and safety of fire fighters.

The following table details the capital projects, by category, included within the 2016 – 2025 Capital Budget and Plan for Transportation Services:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Thermal Imaging Cameras	725	725										**725**	1,450
Replacement of Portable Radios			5,000							5,050		**10,050**	10,050
Mobile Radios Lifecycle Replacement									2,700			**2,700**	2,700
Bunker Suits Lifesycle Replacement-2015	200	3,700										**3,700**	3,900
Bunker Suits Lifesycle Replacement-2020						4,500						**4,500**	4,500
Defibrillators Lifecycle Replacement			1,000					1,100				**2,100**	2,100
Purchase of Gas Metres for Fire Investigators		50	20									**70**	70
The Handheld Oxi.neter amd Accessories		200										**200**	200
Replacement of CBRNE Equipment		170	170	170								**510**	510
Sub-Total		**4,845**	**6,190**	**170**		**4,500**		**1,100**	**2,700**	**5,050**		**24,555**	**25,480**
Legislated													
Replacement of HUSAR Equipment		50	50	50	50	50	50	50	50	50	50	**500**	500
Sub-Total		**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**50**	**500**	**500**
State of Good Repair													
Training Simulators Rehabilitation		100	100	100	100	100	100	100	100	100	100	**1,000**	1,000
Computer Aided Dispatch Upgrade	703	552										**552**	1,255
Renovation/Repurposing of Fire Station 424	780	450										**450**	1,230
Emergency Fire Communication Workstation Console Replacement		50	550									**600**	600
Technical Rescue Simulator Repair		250										**250**	250
Replace Aging Propane Pumps and Vaporizers		250										**250**	250
The East/West Burn Houses - Wall Flame Protection			250									**250**	250
Existing East Training Bldg - Extend Bays				400								**400**	400
Burn House Burners/Technology Replacement				200								**200**	200
Sub-Total	**1,483**	**1,652**	**900**	**700**	**100**	**100**	**100**	**100**	**100**	**100**	**100**	**3,952**	**5,435**
Service Improvements													
Replacement of Fire Station 135 - Chaplin Fire Station	6,304	1,030										**1,030**	7,334
Emergency Communication System Enhancement	447	448										**448**	895
Fire Prevention - South District Consolidation		500										**500**	500
Sub-Total	**6,751**	**1,978**										**1,978**	**8,729**
Growth Related													
Station B (Stn 144) Keele St (Downsview)	5,887	4,192	500									**4,692**	9,885
Station A (Stn 414) - Hwy 27 and Rexdale Blvd	3,517	2,137	4,825									**6,962**	8,342
Specialized Trucks& Equipment	2,470	1,780										**1,780**	3,250
East Training - New Bulding of the Fire Ground					1,000							**1,000**	1,000
Station G (New Station 124) - Sunnybrook									5,336	3,918	2,567	**11,821**	11,821
Sub-Total		**8,109**	**5,325**	**-**	**1,000**	**-**	**-**	**-**	**5,336**	**3,918**	**2,567**	**26,255**	**34,298**
Total Expenditures by Category (excluding carry forward)	**8,234**	**16,634**	**12,465**	**920**	**1,150**	**4,650**	**150**	**1,250**	**8,186**	**9,118**	**2,717**	**57,240**	**74,442**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016. excluding ongoing capital projects (i.e. Training Simulators Rehabilitation project and Replacement of HUSAR Equipment).

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Emergency Phone System Replacement	116.0	1.0									116.0	1.0	116.0	1.0
Predictive Modelling Tool/Dynamic Staging	60.0										60.0		60.0	
Computer Aided Dispatch Upgrade			15.0		1.0		1.0				17.0		17.0	
Emergency Communication System Enhancement			80.0		1.0		1.0				82.0		82.0	
Station B (Stn 144) Keele St (Downsview)			2,075.0	21.0							2,075.0	21.0	2,075.0	21.0
Station A (Stn 414) Hwy 27 and Rexdale Blvd					2,075.0	21.0					2,075.0	21.0	2,075.0	21.0
Thermal Imaging Cameras			145.0								145.0		145.0	
New Projects - 2016														
Replacement of CBRNE Equipment			30.0								30.0		30.0	
Total (Net)	**176.0**	**1.0**	**2,345.0**	**21.0**	**2,077.0**	**21.0**	**2.0**				**4,600.0**	**43.0**	**4,600.0**	**43.0**

Municipal Licensing & Standards

2016 OPERATING BUDGET OVERVIEW

Municipal Licensing & Standards (MLS) provides bylaw administration and enforcement services for private property maintenance and use, community standards including signs, noise, waste & parks and regulated businesses. Other services include Business Licensing and Permitting, Training and Inspections of mobile businesses and Animal Care including control, sheltering and adoption services.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $51.351 million as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	50,858.5	51,351.2	492.7	1.0%
Gross Revenues	29,819.2	30,513.4	694.2	2.3%
Net Expenditures	**21,039.2**	**20,837.7**	(201.5)	(1.0%)

For 2016, MLS identified $1.386 million in opening budget pressures arising mainly from inflationary costs. The Program was able to offset these pressures through $1.588 million in service efficiencies and revenue increases, thereby maintaining their level of service in 2016 while at the same absorbing all operating pressures.

Fast Facts

For 2015 MLS is projecting:

- To issue 80,913 dog and cat licenses, with an 85% renewal rate and 65% completed online;
- To have conducted 65,000 Property Standards inspections with 70% conducted in 5 days & resolved within 60 days;
- To have issued 56,000 Business, Trade & Taxi licenses and permits.
- MLS has 12 district offices including Licensing, Bylaw Enforcement, Investigation and Animal Services (including 4 animal shelters) across the City;
- 1 CHIP Truck for animal Radio Frequency Identification (RFID) and licensing, 1 mobile Spay/Neuter Truck; 145 vehicles for inspection and enforcement.

2016 Operating Budget Highlights

- The 2016 Operating Budget for ML&S of $51.4 million in gross expenditures provides funding for four services in the areas of Animal Care, Business Licensing, By-Law Enforcement and Property Standards.
- The Program has achieved the budget target of a 1% decrease from the 2015 Approved Budget through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going savings including line by line reductions ($0.015 million net) and 2% in efficiency savings / productivity gains ($0.892 million net);
  - ✓ Stable revenue adjustments to user fees; and,
  - ✓ Target achievement without impacting Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, Municipal Licensing & Standards accomplished the following:

- ✓ Adopted 600 animals in one weekend at the 2nd annual mega pet adoption event, in partnership with Toronto Humane Society, funded by PetSmart Charities;
- ✓ Developed and implemented the ML&S Health and Safety program;
- ✓ Conducted a series of neighbourhood based Rooming House consultations which were attended by hundreds of Toronto residents;
- ✓ Launched ML&S BOOKit! - a new online reference guide for staff containing standard operating procedures and policy, set fines, e-learning modules and more;
- ✓ Toronto Animal Services launched "Give your Head a Shake" pet licensing ad campaign;
- ✓ Completed a one year review of Street Food Vending, eased restrictions and created more opportunities for vendors;
- ✓ Initiated review and modernization of the Toronto Municipal Code, Chapter 545 - Licensing by eliminating redundant terms and licensing categories with no continued municipal purpose;
- ✓ Updated the Toronto Municipal Code, Chapter 545 – Licensing section dealing with the rights of persons with disabilities and those with service animals, to ensure equitable service as prescribed in the Accessibility for Ontarians with Disabilities Act (AODA) and the Ontario Human Rights Code (OHRC);
- ✓ Continued escalated clean-up efforts at hoarded properties in conjunction with S.P.I.D.E.R. and community service agencies;
- ✓ Improved MRAB order compliance to 87% of outstanding orders; and,
- ✓ Integrated Bylaw Enforcement - Parks and Waste teams with 311 for service requests.

Our Service Deliverables for 2016

Animal Care, Control and Sheltering

- Improve licensing compliance by enhanced communications, building partnerships, promote Blue Paw Loyalty Reward program.
- Increase pet adoptions, reduce in-shelter days and expand access to the low/no-cost spay and neutering including the Mobile program with focus on priority neighbourhoods.

Business Licensing and Permitting

- Continue review of the Municipal Code for Licensing including business process reviews to reduce regulatory burden for businesses.
- Continue implementation of the business plan and process improvements for in-person and back office issuance processes including enhanced access to online license renewals.

By-Law Enforcement

- Managing impacts of illegal and/or unlicensed businesses, e.g. illegal body rub parlours, including case management to secure substantive prosecution outcomes and advancing escalated enforcement initiatives.
- Improved management of nuisance complaints related to dumping of waste, dogs off leash/animal and other conduct in City Parks.

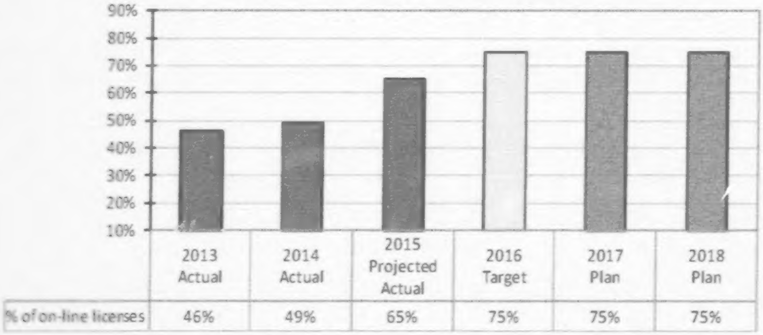
Property Standards, Inspection and Compliance

- Update bylaws governing property standards and maintenance to reflect community concerns and eliminate redundancy.
- Develop protocols for resolving chronic/repeat neighbour disputes and resolution plans for chronic problem properties focusing on those that are vacant/derelict or hoarded.
- Enhance service delivery by leveraging collaborations with other Divisions and Agencies (i.e. – S.P.I.D.E.R [Specialized Program for Interdivisional Enhanced Responsiveness]).

Trends

- The efficiency of conducting pet license applications on-line is evident by the growing % of applications being completed using this service.
- Starting in 2012, a steady increase in online applications has occurred. 2015 is projected to be 65% which will stabilize at 75% by 2016.

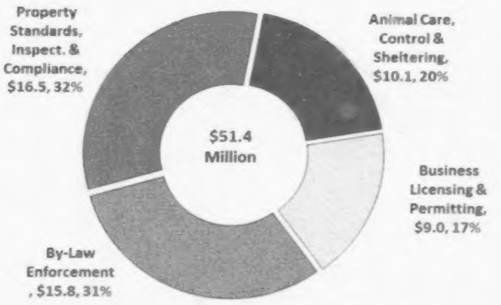
% of Pet License Applications Conducted On-line



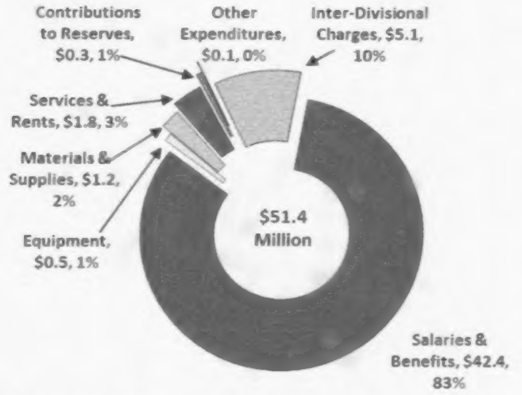
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

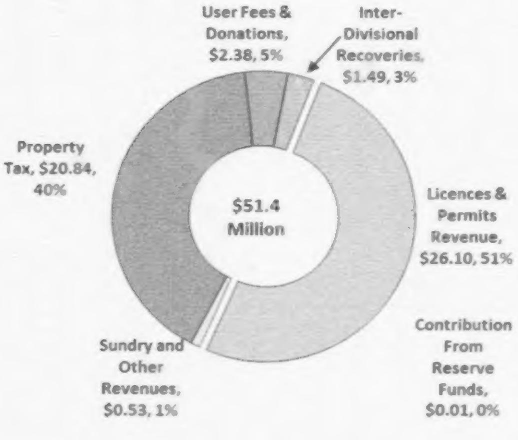


2016 Budget by Expenditure Category



Where the money comes from:

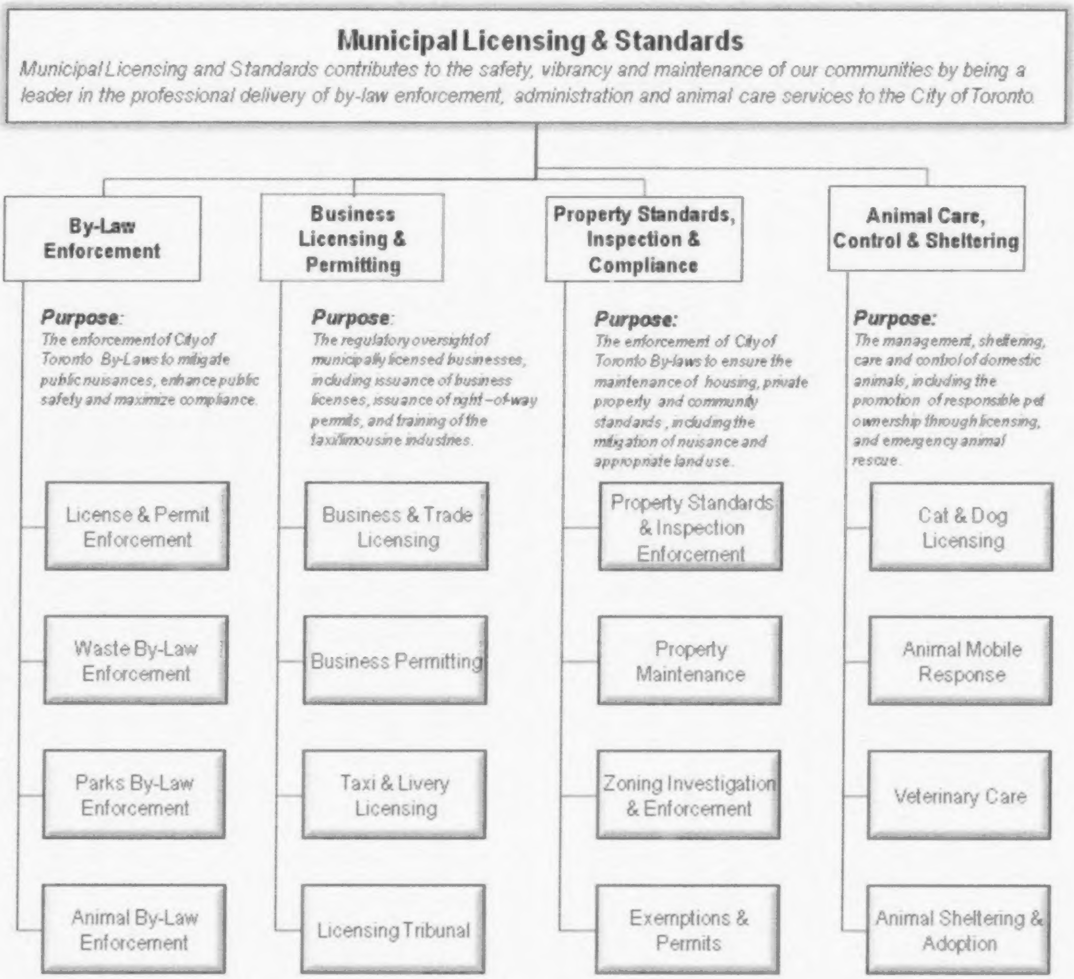
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Advance efficient service delivery by:**
  - ✓ Focusing on core service priorities with life safety/community impacts and developing alternate response mechanisms to address other priorities.
  - ✓ Ongoing review and updating of Divisional operating procedures and training programs.
- **Improve response and resolution outcomes:**
  - ✓ MLS will prioritize enforcement activities and undertake deployment review to improve response and resolution times.
- **Improve internal business processes:**
  - ✓ Continue comprehensive review of processes for Licensing Services and the development of a transformation plan to modernize operations and improve customer service.
- **Continue review of all user fees:**
  - ✓ MLS is currently reviewing all fees to ensure they recover full cost. . Phase 1 is being implemented in 2016. The Program is also engaging outside consultants to advise and validate the study conclusions for the 2017 Budget process.

Program Map


Municipal Licensing & Standards
By-Law Enforcement
Business Licensing & Permitting
Property Standards, Inspection & Compliance
Animal Care, Control & Sheltering
License & Permit Enforcement
Waste By-Law Enforcement
Parks By-Law Enforcement
Animal By-Law Enforcement
Business & Trade Licensing
Business Permitting
Taxi & Livery Licensing
Licensing Tribunal
Property Standards & Inspection Enforcement
Property Maintenance
Zoning Investigation & Enforcement
Exemptions & Permits
Cat & Dog Licensing
Animal Mobile Response
Veterinary Care
Animal Sheltering & Adoption

Municipal Licensing and Standards contributes to the safety, vibrancy and maintenance of our communities by being a leader in the professional delivery of by-law enforcement, administration and animal care services to the City of Toronto.

Purpose: *The enforcement of City of Toronto By-Laws to mitigate public nuisances, enhance public safety and maximize compliance.*

Purpose: *The regulatory oversight of municipally licensed businesses, including issuance of business licenses, issuance of right-of-way permits, and training of the taxi/limousine industries.*

Purpose: *The enforcement of City of Toronto By-laws to ensure the maintenance of housing, private property and community standards, including the mitigation of nuisance and appropriate land use.*

Purpose: *The management, sheltering, care and control of domestic animals, including the promotion of responsible pet ownership through licensing, and emergency animal rescue.*

Service Customer

By-Law Enforcement
- Public
- Community / Resident groups
- Property owners
- Industry Associations
- Business operators
- Business industry associations
- Enforcement agencies
- Visitors

Business Licensing & Permitting
- Business Licence Applicant
- Permit Applicant
- Property owners
- Industry Associations
- Business operators
- Regulatory agencies
- Visitors

Property Standards, Inspection & Compliance
- Property owners
- Public
- Community / Resident groups
- Exemption Permit Applicants
- Tenants
- Tenant/Housing advocacy associations
- Business operators
- Visitors

Animal Care, Control & Sheltering
- Public
- Animal/pet owners
- Community / Resident groups
- Domestic Animals
- Animal Welfare advocacy groups
- Veterinarian industry
- Visitors

Table 1

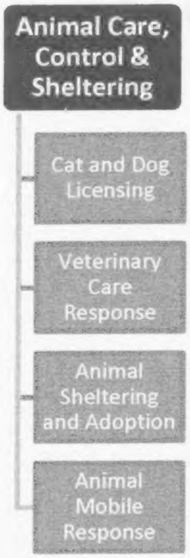
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Animal Care, Control & Sheltering											
Gross Expenditures	10,459.1	10,322.2	10,067.6		10,067.6	(391.5)	(3.7%)	298.4	3.0%	62.3	0.6%
Revenue	3,163.3	3,163.3	2,789.3		2,789.3	(374.0)	(11.8%)	(70.9)	(2.5%)	-	
Net Expenditures	7,295.8	7,158.9	7,278.3	-	7,278.3	(17.5)	(0.2%)	369.3	5.1%	62.3	0.8%
Business Licensing & Permitting											
Gross Expenditures	8,502.9	8,297.5	8,992.8		8,992.8	490.0	5.8%	22.8	0.3%	216.0	2.4%
Revenue	23,282.3	23,282.3	25,182.3		25,182.3	1,900.0	8.2%	70.9	0.3%	-	
Net Expenditures	(14,779.5)	(14,984.8)	(16,189.5)	-	(16,189.5)	(1,410.0)	9.5%	(48.1)	0.3%	216.0	(1.3%)
By-Law Enforcement											
Gross Expenditures	15,804.3	15,119.7	15,766.8		15,766.8	(37.5)	(0.2%)	264.2	1.7%	148.8	0.9%
Revenue	1,789.0	1,789.0	1,777.9		1,777.9	(11.2)	(0.6%)	-		-	
Net Expenditures	14,015.3	13,330.7	13,988.9	-	13,988.9	(26.4)	(0.2%)	264.2	1.9%	148.8	1.0%
Property Standards, Inspect. & Compliance											
Gross Expenditures	16,092.2	15,749.9	16,523.9		16,523.9	431.7	2.7%	40.3	0.2%	141.6	0.9%
Revenue	1,584.6	1,584.6	763.9		763.9	(820.7)	(51.8%)	-		-	
Net Expenditures	14,507.6	14,165.3	15,760.0	-	15,760.0	1,252.4	8.6%	40.3	0.3%	141.6	0.9%
Total											
Gross Expenditures	50,858.5	49,489.3	51,351.2	-	51,351.2	492.7	1.0%	625.8	1.2%	568.7	1.1%
Revenue	29,819.2	29,819.2	30,513.4	-	30,513.4	694.2	2.3%	0.0	0.0%	-	
Total Net Expenditures	21,039.2	19,670.1	20,837.7	-	20,837.7	(201.5)	(1.0%)	625.8	3.0%	568.7	2.6%
Approved Positions	460.0	438.0	460.1	-	460.1	0.1	0.0%				

The Municipal Licensing & Standards'(ML&S) 2016 Operating Budget is $51.351 million gross and $20.838 million net, representing a 1% decrease over the 2015 Approved Net Operating Budget and is in line with the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base budget pressures of $1.851 million primarily result from inflationary cost increases in salaries and benefits and interdivisional charges.
- To offset these base pressures, the Program has identified $1.058 million in efficiency savings / productivity gains as well as revenue adjustments of $0.530 million generated from inflationary increases and volume adjustments mainly in user fees for Business Licensing & Permitting.
  - As a result, the 2016 Operating Budget for ML&S is $0.202 million or 1% below the 2015 Approved Net Operating Budget with no material change to approved complement.
- The 2017 and 2018 Plan reflects inflationary cost increases and adjustments for salaries, progression pay, step increases, fringe benefits and interdivisional charges.
  - These estimates do not include provision for COLA which is subject to negotiations.

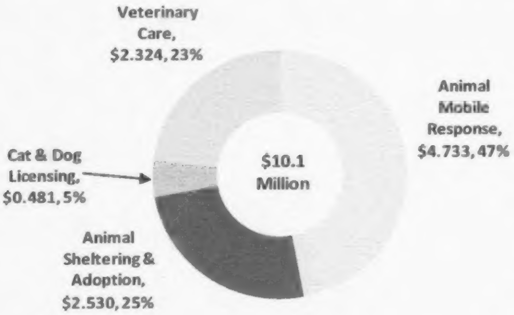
Animal Care, Control & Sheltering


Animal Care, Control & Sheltering
Cat and Dog Licensing
Veterinary Care Response
Animal Sheltering and Adoption
Animal Mobile Response

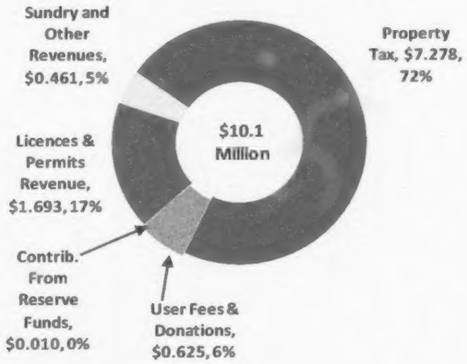
What We Do

- Animal Services promotes and supports the healthy and safe co-existence of people and animals in the City. This is done through education and enforcement of animal related legislation, provision of animal sheltering, adoption, lost pet returns, licensing, pet sterilization and emergency animal rescue, removal and care.

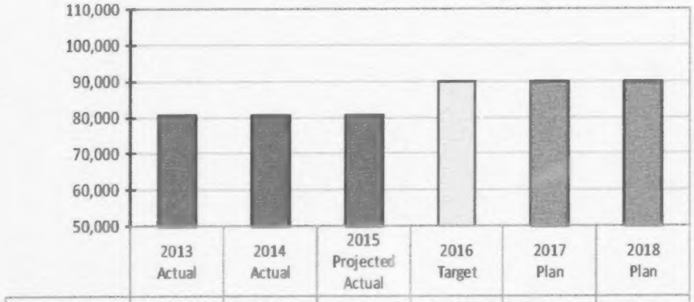
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of pet licenses issued for dogs and cats, including on-line applications.



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# of licenses issued	80,640	80,880	80,913	90,000	90,000	90,000

- Projections for the # of licenses issued in 2015 are stable with 2013/14 experience.
- Public misconception regarding pet licensing resulted in a decline in pets licensed in 2013/2014.
- 2016 to 2018 anticipated volumes are based on actual pet owner response. Enhanced E-pet registration, education, and partnerships along with the loyalty program will continue to be utilized.

2016 Service Levels

Animal Care, Control & Sheltering

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Animal Mobile Response	Emergency Animal Rescue & Care - Percentage response within 2 hours	Approved	n/a	n/a	80%	80%
		Actual	n/a	n/a	85%	
	Priority Animal Rescue & Care - percentage response to non-emergency service requests within 24 hours	Approved	n/a	85%	85%	85%
		Actual	n/a	87%	90%	
	Cadaver Removal - Percentage response within 48 hours	Approved	n/a	n/a	90%	90%
		Actual	n/a	n/a	70%	
	New enforcement request - percentage response to service requests within 5 days	Approved	n/a	n/a	70%	70%
		Actual	n/a	n/a	90%	
Cat and Dog Licensing	Cat & Dog Licenses	Approved	100,000	100,000	100,000	**90,000**
		Actual	80,640	80,880	80,913	
Veterinary Care	Animal Sterilization; Vaccinations, - Percentage of animals under care	Approved	100%	100%	100%	100%
		Actual	100%	100%	100%	100%
	Animals Vaccinated, Spayed/neutered, micro-chipped	Approved	20,500	20,500	20,500	20,500
		Actual	20,500	20,500	20,500	
	# of Dogs & Cats Spayed/Neutered via mobile truck	Approved	n/a	n/a	n/a	**4500**
		Actual	n/a	n/a	n/a	
Animal Sheltering and Adoption	Sheltered Animals-Average days in shelter	Approved	18	18	18	18
		Actual	18	18	17	
	Percentage of animals Adopted or Returned to Owner	Approved	66%	66%	66%	**70%**
		Actual	66%	66%	70%	

The 2016 Service Levels are consistent with the approved 2015 Service Levels. The Program has performed a detailed review of the service levels and has refined and re-articulated the service level descriptions for each sub-activity to provide clarity.

A service level noted as "n/a" indicates a refinement of the previously used metric e.g. % response time going from "within 48 hours" to "within 24 hours".

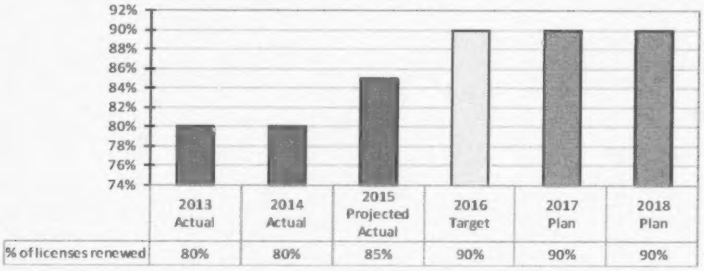
While the resources dedicated to pet licensing have not changed, the service level for 2016 has been refined from 100,000 to 90,000 licenses issued based on the actual take-up of licensing by pet owners.

The new service level for the # of Dogs & Cats Spayed/Neutered via mobile truck reflects the acquisition of a dedicated truck in late 2015 for service in 2016.

The revised service level for 2016 for percentage of animals adopted or returned to owner has also been clarified to reflect the projection for 2015 of 70%.

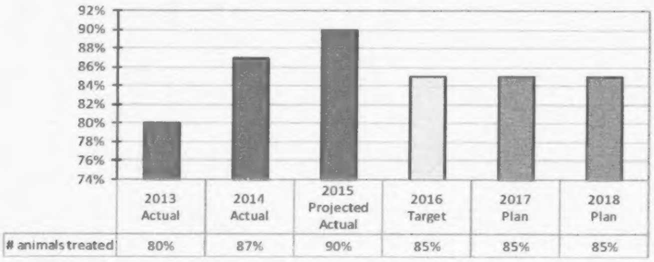
Service Performance

Cat & Dogs Licensing: % of Pet Licenses Renewed



- As a measure of effectiveness, pet license renewals experienced a steady increase beginning in 2012 and are projected to be 85% in 2015.
- With on-line accessibility and advertising, it is projected that renewals will be 90% by 2016.

Animal Mobile Response % of responses within 24 hours



- This chart shows the percentage of mobile responses within 24 hours to have increased by 10% between 2013 and 2015 and is projected to be stable at 85% of the time.
- Animal Mobile Response includes prioritized animal care and rescue, animal removal and enforcement requests. For 2016, MLS continues to prioritize animal care in order to maintain and improve customer service.

Table 2
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Animal Mobile Response	4,821.2	4,777.3	(44.2)	4,733.1	(88.0)	(1.8%)		**4,733.1**	(88.0)	(1.8%)	119.0	2.5%	31.5	0.6%
Animal Sheltering & Adoption	2,674.2	2,562.8	(33.1)	2,529.7	(144.6)	(5.4%)		**2,529.7**	(144.6)	(5.4%)	64.9	2.6%	14.1	0.5%
Cat & Dog Licensing	499.9	491.9	(11.0)	480.8	(19.0)	(3.8%)		**480.8**	(19.0)	(3.8%)	62.3	13.0%	3.9	0.7%
Veterinary Care	2,463.8	2,346.0	(22.1)	2,323.9	(139.9)	(5.7%)		**2,323.9**	(139.9)	(5.7%)	52.3	2.2%	12.7	0.5%
Total Gross Exp.	10,459.1	10,178.0	(110.4)	10,067.6	(391.5)	(3.7%)		**10,067.6**	(391.5)	(3.7%)	298.4	3.0%	62.3	0.6%
REVENUE														
Animal Mobile Response	994.5	1,004.8		1,004.8	10.3	1.0%		**1,004.8**	10.3	1.0%	0.5			
Animal Sheltering & Adoption	569.0	497.2		497.2	(71.7)	(12.6%)		**497.2**	(71.7)	(12.6%)	(28.4)			
Cat & Dog Licensing	1,076.9	848.8		848.8	(228.1)	(21.2%)		**848.8**	(228.1)	(21.2%)	(0.5)			
Veterinary Care	522.8	438.5		438.5	(84.4)	(16.1%)		**438.5**	(84.4)	(16.1%)	(42.5)			
Total Revenues	3,163.3	2,789.3		2,789.3	(374.0)	(11.8%)		**2,789.3**	(374.0)	(11.8%)	(70.9)			
NET EXP.														
Animal Mobile Response	3,826.6	3,772.5	(44.2)	3,728.3	(98.3)	(2.6%)		**3,728.3**	(98.3)	(2.6%)	118.5	3.2%	31.5	0.8%
Animal Sheltering & Adoption	2,105.3	2,065.6	(33.1)	2,032.5	(72.8)	(3.5%)		**2,032.5**	(72.8)	(3.5%)	93.3	4.6%	14.1	0.7%
Cat & Dog Licensing	(577.1)	(356.9)	(11.0)	(368.0)	209.1	(36.2%)		**(368.0)**	209.1	(36.2%)	62.8	-17.1%	3.9	(1.3%)
Veterinary Care	1,941.0	1,907.6	(22.1)	1,885.5	(55.5)	(2.9%)		**1,885.5**	(55.5)	(2.9%)	94.8	5.0%	12.7	0.6%
Total Net Exp.	7,295.8	7,388.7	(110.4)	7,278.3	(17.5)	(0.2%)		**7,278.3**	(17.5)	(0.2%)	369.3	5.1%	62.3	0.8%
Approved Positions	85.7	86.1		86.1	0.4	0.5%		**86.1**	0.4	0.5%		0.0%		

The ***Animal Care, Control & Sheltering Service*** promotes and supports the healthy and safe co-existence of people and animals in the City. This is done through education and enforcement of animal related legislation, provision of animal sheltering, adoption, lost pet reunification, licensing, pet sterilization and emergency animal rescue, removal and care.

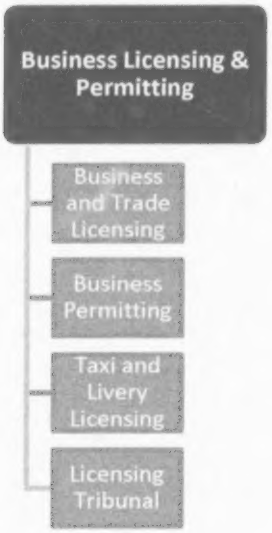
The 2016 Operating Budget for Animal Care, Control & Sheltering of $10.068 million gross and $7.278 million net is $0.018 million or 0.2% below the 2015 Approved Net Budget.

- Base budget pressures within Animal Care, Control & Sheltering are predominately comprised of inflationary salary increases common across all MLS services.
- Base budget expenditure for contribution to the vehicle replacement reserve have been reduced by $0.138 million for 2016 only to enable the acquisition of vehicles for Property Standards, Inspection & Compliance.

In order to offset the above pressures, the 2016 service cost changes for Animal Care, Control & Sheltering consist of base budget expenditure and service efficiency savings of $0.029 million and revenue adjustments of $0.064 million as detailed below:

- Line by line adjustments reflecting an increase $0.081 million have been based on experience and as determined by reviewing recent spending and considering future requirements;
- User Fee inflation of 2.56%, proportionally applied to this service will increase net revenue by $0.064 million;
- Resource reallocation as well as office and space rationalization and various non-labour account adjustments have resulted in service efficiency savings of $0.111 million for 2016.

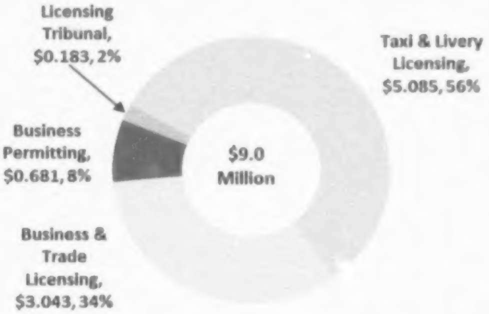
Business Licensing & Permitting


Business Licensing & Permitting
Business and Trade Licensing
Business Permitting
Taxi and Livery Licensing
Licensing Tribunal

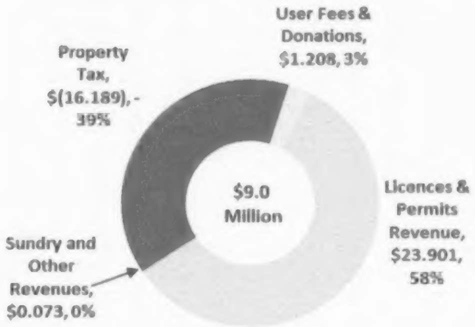
What We Do

- The issuance of new business licenses and renewals, right-of-way permits, temporary sign permits, and fireworks permits. The core activities include:
- Business and Trade Licensing
- Business Permitting
- Taxi and Livery Licensing and Training
- Licensing Tribunal

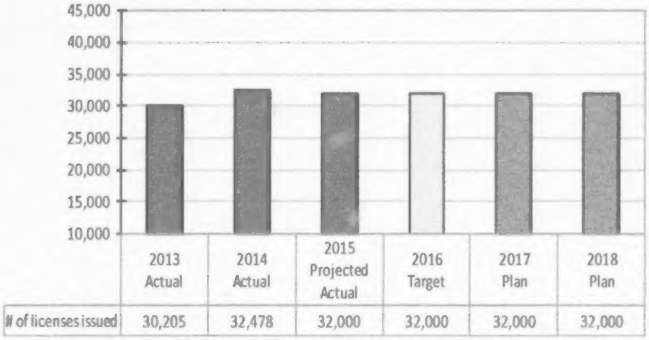
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Business & Trade licenses issued (new and renewed)



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# of licenses issued	30,205	32,478	32,000	32,000	32,000	32,000

- The # of licenses issued in 2014 increased by 2,273 or 7.5% compared to the 2013 experience.
- Depending on sustained economic indicators and absent any significant changes to the municipal licensing regime, the 2016 service level of licensing including renewals is projected to be maintained over the next three years.

2016 Service Levels

Business Licensing and Permitting

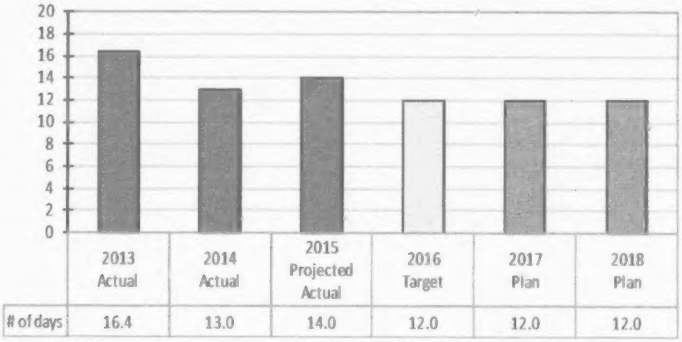
Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Business and Trade Licensing - Percentage of Licenses issued in 20 days or less (new & renewal)	Stationary Licenses	Approved	71%	71%	70%	70%
		Actual	71%	71%	85%	
	Trade Licenses	Approved	71%	71%	70%	70%
		Actual	71%	71%	85%	
	Mobile Licenses	Approved	71%	70%	70%	70%
		Actual	71%	71%	80%	
Business Permitting - Percentage of Permits issued in 20 days or less (new & renewal)	Clothing Drop Box, Right of Way (Patio, Café, Marketing), Fireworks & Temporary Sign Permits	Approved	90%	90%	90%	90%
		Actual	90%	90%	91%	
Taxi and Livery Licensing - # of Taxi and Limo Owners and Drivers Trained based on total capacity	Training Capacity	Approved	n/a	n/a	5,025	5,025
		Actual	n/a	n/a	3200	

The 2016 Service Levels are consistent with the approved 2015 Service Levels. The Program has performed a detailed review of the service levels and has refined and re-articulated the service level descriptions for each sub-activity to provide clarity.

A service level noted as "n/a" indicates a refinement of the previously used metric e.g. % response time going from "within 48 hours" to "within 24 hours".

Service Performance

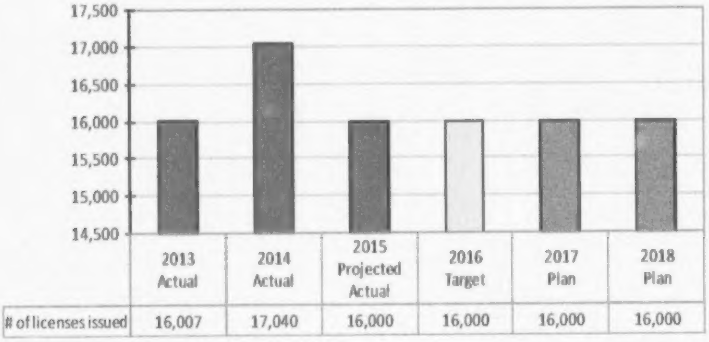
Taxi & Livery Licensing
of days to renew a license



- As a measure of effectiveness, the number of days to renew a Taxi or Livery License by MLS is projected to decrease by 15% for 2016.
- Implementing operational and system improvements are projected to reduce wait times to 12 days through 2018.

Taxi & Livery Licensing

of Taxi and Livery Licenses Issued (New & Renewed)



- As a measure of efficiency, the number of taxi and livery licenses issued (new & renewed) by MLS are projected to remain stable for 2016 at 16,000.
- Service levels are being maintained for 2016/2017/2018. On September 30, 2015, Council approved 100 new Toronto Taxi Licences in order to advance the availability of metered on-demand wheelchair accessible taxicab service, commencing November 1, 2015.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget										Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Business & Trade Licensing	2,799.8	3,161.9	(118.4)	3,043.4	243.6	8.7%		**3,043.4**	243.6	8.7%	21.1	0.7%	95.0	3.1%
Business Permitting	598.4	687.4	(6.5)	680.9	82.5	13.8%		**680.9**	82.5	13.8%	(22.1)	-3.2%	14.1	2.1%
Licensing Tribunal	166.5	183.7	(0.7)	183.1	16.5	9.9%		**183.1**	16.5	9.9%	1.5	0.8%	5.6	3.0%
Taxi & Livery Licensing	4,938.1	5,203.8	(118.4)	5,085.4	147.3	3.0%		**5,085.4**	147.3	3.0%	22.3	0.4%	101.3	2.0%
Total Gross Exp.	8,502.9	9,236.8	(244.0)	8,992.8	490.0	5.8%		**8,992.8**	490.0	5.8%	22.8	0.3%	216.0	2.3%
REVENUE														
Business & Trade Licensing	12,805.3	11,431.9		11,431.9	(1,373.3)	(10.7%)		**11,431.9**	(1,373.3)	(10.7%)	2,328.2			
Business Permitting	1,164.1	1,778.3		1,778.3	614.2	52.8%		**1,778.3**	614.2	52.8%	(394.7)			
Licensing Tribunal		762.1		762.1	762.1	-		**762.1**	762.1	-	(698.5)			
Taxi & Livery Licensing	9,312.9	11,431.9	(222.0)	11,209.9	1,897.0	20.4%		**11,209.9**	1,897.0	20.4%	(1,164.1)			
Total Revenues	23,282.3	25,404.3	(222.0)	25,182.3	1,900.0	8.2%		**25,182.3**	1,900.0	8.2%	70.9			
NET EXP.														
Business & Trade Licensing	(10,005.4)	(8,270.1)	(118.4)	(8,388.5)	1,616.9	(16.2%)		**(8,388.5)**	1,616.9	(16.2%)	(2,307.2)	27.5%	95.0	(0.9%)
Business Permitting	(565.7)	(1,090.9)	(6.5)	(1,097.4)	(531.6)	94.0%		**(1,097.4)**	(531.6)	94.0%	372.7	-34.0%	14.1	(1.9%)
Licensing Tribunal	166.5	(578.4)	(0.7)	(579.1)	(745.6)	(447.7%)		**(579.1)**	(745.6)	(447.7%)	700.0	-120.9%	5.6	4.6%
Taxi & Livery Licensing	(4,374.8)	(6,228.1)	103.6	(6,124.6)	(1,749.7)	40.0%		**(6,124.6)**	(1,749.7)	40.0%	1,186.4	-19.4%	101.3	(2.1%)
Total Net Exp.	(14,779.5)	(16,167.5)	(22.0)	(16,189.5)	(1,410.0)	9.5%		**(16,189.5)**	(1,410.0)	9.5%	(48.1)	0.3%	216.0	(1.3%)
Approved Positions	68.7	70.7	(6.0)	64.7	(4.0)	(5.8%)		**64.7**	(4.0)	(5.8%)		0.0%		

The ***Business Licensing and Permitting Service*** provides for the issuance and monitoring of business licenses, right-of-way permits, temporary sign permits, and fireworks permits. This service primarily has jurisdiction over Business and Trade Licensing, Business Permitting, Taxi and Livery Licensing and supports activities of the Licensing Tribunal.

The 2016 Operating Budget for Business Licensing and Permitting of $8.993 million gross and $16.190 million in net revenue is $1.410 million or 9.5% under the 2015 Approved Net Budget.

In addition to base budget pressures common across all services, pressures unique to Business Licensing, Enforcement and Permitting are primarily due to:

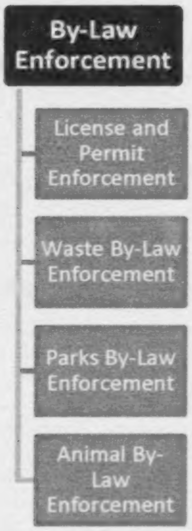
- Increased Inter-divisional Charges for support provided mainly by Legal Services ($0.492 million); and,
- Increased credit card transaction fees ($0.042 million).

The above pressures have been offset through a volume based increase to user fee revenues of $1.520 million.

In order to further offset the above pressures, the 2016 service cost changes for Business Licensing and Permitting consist of base budget expenditure and service efficiency savings of $0.268 million and revenue adjustments of $0.451 million as detailed below:

- Line by line adjustments reflecting decreases of $0.046 million gross and $0.117 million net; and
- User Fee inflation of 2.56%, proportionally applied to this service will increase net revenue by $0.602 million.
- Taxi License Fees will be maintained at 2015 levels thereby eliminating $0.222 million in revenue due to inflationary increase. This is offset by a reduction to other expenditures within Business Licensing and Permitting.

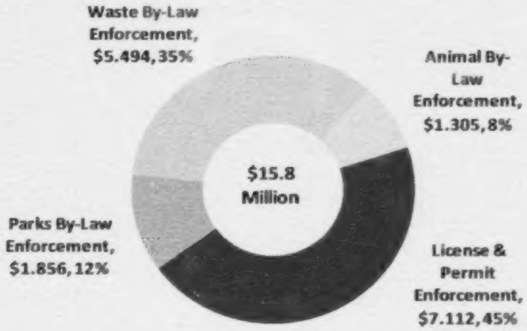
By-Law Enforcement


By-Law Enforcement
License and Permit Enforcement
Waste By-Law Enforcement
Parks By-Law Enforcement
Animal By-Law Enforcement

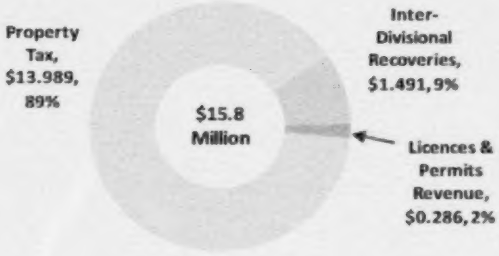
What We Do

- The enforcement of the City of Toronto By-Laws to mitigate public nuisances, enhance public safety and maximize compliance. The core activities include:
- License and Permit Enforcement
- Waste By-Law Enforcement
- Parks By-Law Enforcement
- Animal By-Law Enforcement

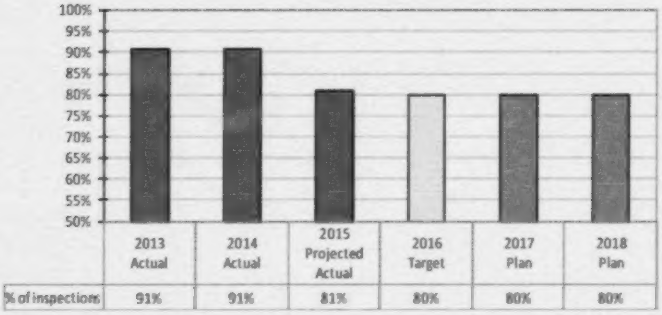
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Percentage of Waste By-Law Inspections Conducted within 48 hours of Complaint



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of inspections	91%	91%	81%	80%	80%	80%

- Projections for the percentage of inspections conducted within 48 hours of a complaint for 2015 are lower at 81% compared to 2013/14 performance of 91%.
- For 2016 & subsequent years, 80% of inspections will be conducted within 48 hours.
- The decrease can be attributed to an increase in call volumes as a result of 311 integration for new service requests combined with staff turnover.

2016 Service Levels

By-Law Enforcement

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
License and Permit Enforcement - Percentage of By-law Enforcement service requests responded to within 48 hours	License and Permit Enforcement	Approved	100%	100%	90%	90%
		Actual	n/a	51%	75%	
Waste By-Law Enforcement - Percentage of service requests responded to within 48 hours	All illegal dumping and other service requests.	Approved	100%	100%	90%	**80%**
		Actual	91%	91%	82%	
Waste By-Law Enforcement - Percentage of service requests responded to within 24 hours	Abandonned appliances	Approved	n/a	n/a	100%	100%
		Actual	n/a	n/a	50%	
Parks By-Law Enforcement - Percentage of service requests responded to within 48 hours	Parks By-Law Enforcement	Approved	100%	100%	90%	90%
		Actual	94%	91%	89%	
Animal By-Law Enforcement	Dogs off-leash When owner/dog walker present in Public Parks- Percentage of service requests responded to within 48 hours	Approved	100%	100%	90%	90%
		Actual	n/a	n/a	85%	

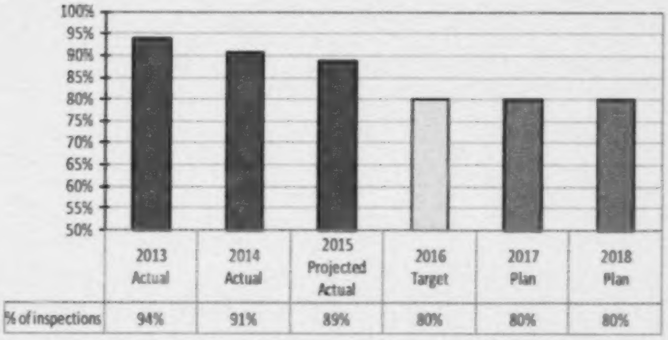
The Program is continuing to perform a detailed review of the service levels and has refined and re-articulated the service level descriptions for each sub-activity to provide clarity and reflect shifting business practices. As such, the preliminary service level for Waste By-Law Enforcement has been adjusted to 80% within 48 hours.

A service level noted as "n/a" indicates a refinement of the previously used metric e.g. % response time going from "within 48 hours" to "within 24 hours".

Service Performance

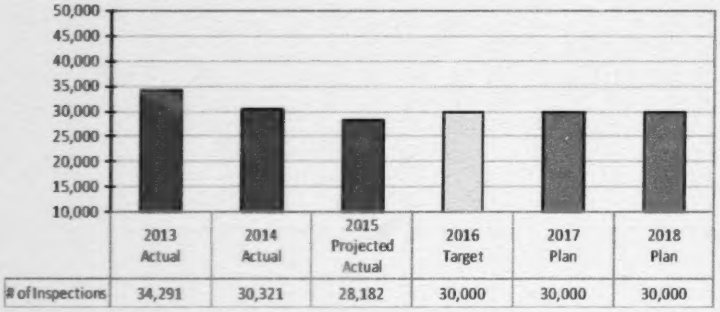
Parks By-Law Enforcement

% of Inspections Conducted Within 48 Hours of Complaint



- The number of Parks By-Law enforcement inspections conducted within 48 hours of a complaint has dropped from 94% in 2013 to 89% as projected for 2015. The target for 2016 and the outlook years is 80%.
- Higher volumes were experienced due to Dogs off Leash media campaign. Seasonal reduction in workforce has reduced ability to respond within old target ranges.

License & Permit Enforcement
of Permit & License Inspections



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# of Inspections	34,291	30,321	28,182	30,000	30,000	30,000

- The number of permit and license inspections has decreased by 7.1% to 28,182 as projected for 2015.
- Targeted inspections to improve the charge to inspection ratios resulted in a reduced number of re-inspections required.
- The number of inspections is projected to increase in 2016 and stabilize at 30,000 per year.

Table 4
2016 Service Budget by Activity

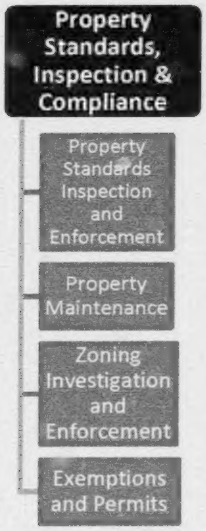
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Animal By-Law Enforcement	1,299.5	1,307.3	(2.1)	1,305.2	5.8	0.4%		**1,305.2**	5.8	0.4%	(15.7)	-1.2%	9.6	0.7%
License & Permit Enforcement	6,876.2	7,143.4	(31.5)	7,111.8	235.6	3.4%		**7,111.8**	235.6	3.4%	(6.8)	-0.1%	69.7	1.0%
Parks By-Law Enforcement	969.7	1,858.6	(2.5)	1,856.1	886.4	91.4%		**1,856.1**	886.4	91.4%	(490.0)	-26.4%	10.1	0.7%
Waste By-Law Enforcement	6,658.9	5,497.8	(4.2)	5,493.6	(1,165.3)	(17.5%)		**5,493.6**	(1,165.3)	(17.5%)	776.8	14.1%	59.4	0.9%
Total Gross Exp.	15,804.3	15,807.2	(40.4)	15,766.8	(37.5)	(0.2%)		**15,766.8**	(37.5)	(0.2%)	264.2	1.7%	148.8	0.9%
REVENUE														
Animal By-Law Enforcement	286.1	286.4		286.4	0.3	0.1%		**286.4**	0.3	0.1%				
License & Permit Enforcement						-				-				-
Parks By-Law Enforcement	1.2				(1.2)	(100.0%)			(1.2)	(100.0%)				
Waste By-Law Enforcement	1,501.6	1,491.5		1,491.5	(10.2)	(0.7%)		**1,491.5**	(10.2)	(0.7%)				
Total Revenues	1,789.0	1,777.9		1,777.9	(11.2)	(0.6%)		**1,777.9**	(11.2)	(0.6%)				
NET EXP.														
Animal By-Law Enforcement	1,013.3	1,020.9	(2.1)	1,018.8	5.5	0.5%		**1,018.8**	5.5	0.5%	(15.7)	-1.5%	9.6	1.0%
License & Permit Enforcement	6,876.2	7,143.4	(31.5)	7,111.8	235.6	3.4%		**7,111.8**	235.6	3.4%	(6.8)	0.1%	69.7	1.0%
Parks By-Law Enforcement	968.5	1,858.6	(2.5)	1,856.1	887.7	91.7%		**1,856.1**	887.7	91.7%	(490.0)	26.4%	10.1	0.7%
Waste By-Law Enforcement	5,157.3	4,006.4	(4.2)	4,002.2	(1,155.2)	(22.4%)		**4,002.2**	(1,155.2)	(22.4%)	776.8	19.4%	59.4	1.2%
Total Net Exp.	14,015.3	14,029.3	(40.4)	13,988.9	(26.4)	(0.2%)		**13,988.9**	(26.4)	(0.2%)	264.2	1.9%	148.8	1.0%
Approved Positions	148.0	147.6		147.6	(0.4)	(0.3%)		**147.6**	(0.4)	(0.3%)		0.0%		

The ***By-Law Enforcement Service*** provides enforcement activities related to the Waste By-Law, Parks By-Law, Animal By-Law as well as Licensing and Permit enforcement. This service primarily provides monitoring and active enforcement the City of Toronto By-Laws to maximize compliance.

The 2016 Operating Budget for By-Law Enforcement of $15.767 million gross and $13.989 million net is $0.026 million or 0.2% below the 2015 Approved Net Budget.

- There is minimal change to the budget for this service in 2016 with the most substantial expenditure increase ($0.205 million) resulting from a reallocation of costs between MLS services.
- This cost has been offset through a one-time reduction of $0.303 million to the contribution to the vehicle replacement reserve.

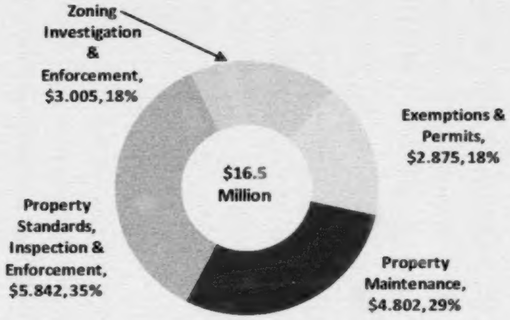
Property Standards, Inspection & Compliance


Property Standards, Inspection & Compliance
Property Standards Inspection and Enforcement
Property Maintenance
Zoning Investigation and Enforcement
Exemptions and Permits

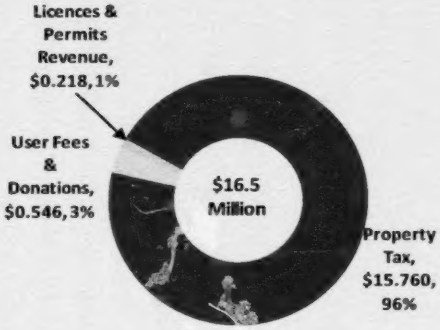
What We Do

- Provide enforcement activities related to property standards; property maintenance (including waste, grass and weeds and graffiti); noise; fences; zoning and signs. The core activities include:
- Property Standards Inspection and Enforcement
- Property Maintenance
- Zoning Investigation and Enforcement
- Exemptions and Permits

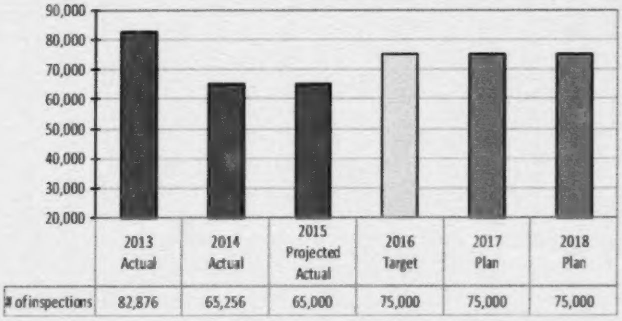
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of Property Standards Inspections



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# of inspections	82,876	65,256	65,000	75,000	75,000	75,000

- In 2014 the # of inspections conducted decreased by 21% to 65,256 due to changes in business processes which optimize procedures with more efficient and effective response strategies.
- The 2015 level of inspections is projected to be consistent with 2014. 2016 and the outlook years will stabilize at 75,000 per year.

2016 Service Levels

Property Standards Inspection & Enforcement

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Property Standards Inspection and Enforcement - % Response time is: (emergency) within 24 hours; (non-emergency) within 5-days	Property Standards By-law	Approved	67 and 62	67 and 62	100 and 70	100 and **80**
		Actual	85 and 56	84 and 55	85 and 60	
Property Maintenance - % Response time is: (emergency) within 24 hours; (non-emergency) within 5-days	Property Maintenance (Vital services, pool fence enclosures)	Approved	67 and 62	67 and 62	100 and 70	100 and **80**
		Actual	85 and 56	84 and 55	85 and 60	
Zoning Investigation and Enforcement - % Response time is: (non-emergency) within 5-days	Zoning Investigation and Enforcement	Approved	62%	62%	70%	70%
		Actual	54%	55%	55%	
Exemptions and Permits - % of Time to complete an exemption or permit referral to Community Council in 30 days.	Fence / Noise / Natural Gardens	Approved	n/a	n/a	100%	100%
		Actual	n/a	n/a	81%	

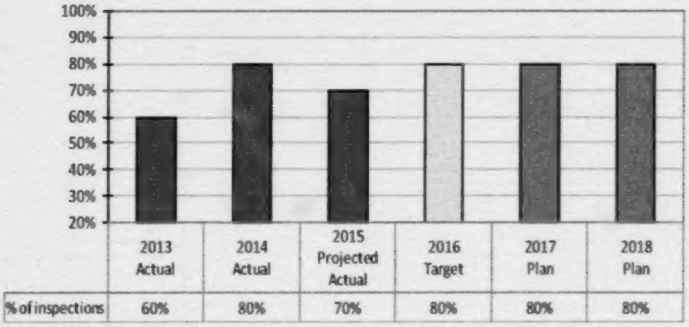
The 2016 Service Levels are generally consistent with the approved 2015 Service Levels. The Program has performed a detailed review of the service levels and has refined and re-articulated the service level descriptions for each sub-activity to provide clarity.

Non-emergency % response within 5 days for Property Standards Inspection, Enforcement and Maintenance has also been refined from 70% to 80% for 2016.

A service level noted as "n/a" indicates a refinement of the previously used metric e.g. % response time going from "within 48 hours" to "within 24 hours".

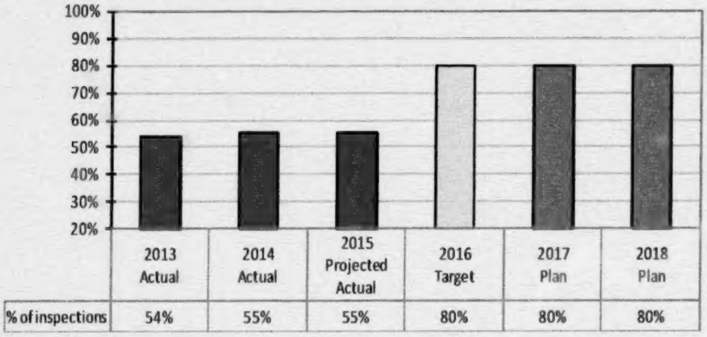
Service Performance

Property Standards Inspection & Enforcement % of non-emergency inspections conducted within 5 days



- In 2014, projections for the # of required inspections conducted within 5 days increased by 20% to 80% compared to 2013 performance.
- The 2015 level of required inspections is projected to 70%. Increase in workload along with higher complexity of complaints, coupled with staff vacancies / absences has resulted in a slight decrease in response times.
- Starting in 2016, 80% is projected for each of the next three years. Prioritization of staff deployment will contribute to achieving this target.

Zoning Investigation & Enforcement
% of zoning investigations conducted within 5 days



- The percentage of zoning investigations conducted within 5 days has increased by 25% to 80% as projected for 2015 and is projected to stabilize at this level.
- The increase can be attributed to allocating dedicated staff to complex zoning service requests.

Table 5

2016 Service Budget by Activity

	2015	2016 Operating Budget										Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Exemptions & Permits	2,825.1	3,003.1	(127.8)	2,875.2	50.2	1.8%		**2,875.2**	50.2	1.8%	(72.5)	-2.5%	22.9	0.8%
Property Maintenance	4,709.8	5,024.6	(223.1)	4,801.6	91.8	1.9%		**4,801.6**	91.8	1.9%	(11.0)	-0.2%	39.7	0.8%
Property Standards, Inspection	5,613.1	6,066.0	(223.9)	5,842.1	229.0	4.1%		**5,842.1**	229.0	4.1%	177.4	3.0%	53.9	0.9%
Zoning Investigation & Enforce	2,944.3	3,149.4	(144.3)	3,005.1	60.8	2.1%		**3,005.1**	60.8	2.1%	(53.6)	-1.8%	25.1	0.8%
Total Gross Exp.	16,092.2	17,243.1	(719.2)	16,523.9	431.7	2.7%		**16,523.9**	431.7	2.7%	40.3	0.2%	141.6	0.8%
REVENUE														
Exemptions & Permits	279.4	152.5		152.5	(126.9)	(45.4%)		**152.5**	(126.9)	(45.4%)				
Property Maintenance	494.1	229.3		229.3	(264.8)	(53.6%)		**229.3**	(264.8)	(53.6%)				
Property Standards, Inspection	494.1	229.3		229.3	(264.8)	(53.6%)		**229.3**	(264.8)	(53.6%)				
Zoning Investigation & Enforce	316.9	152.8		152.8	(164.1)	(51.8%)		**152.8**	(164.1)	(51.8%)				
Total Revenues	1,584.6	763.9		763.9	(820.7)	(51.8%)		**763.9**	(820.7)	(51.8%)				
NET EXP.														
Exemptions & Permits	2,545.6	2,850.5	(127.8)	2,722.7	177.1	7.0%		**2,722.7**	177.1	7.0%	(72.5)	-2.7%	22.9	0.9%
Property Maintenance	4,215.6	4,795.3	(223.1)	4,572.3	356.6	8.5%		**4,572.3**	356.6	8.5%	(11.0)	-0.2%	39.7	0.9%
Property Standards, Inspection	5,119.0	5,836.7	(223.9)	5,612.7	493.8	9.6%		**5,612.7**	493.8	9.6%	177.4	3.2%	53.9	0.9%
Zoning Investigation & Enforce	2,627.4	2,996.6	(144.3)	2,852.3	224.9	8.6%		**2,852.3**	224.9	8.6%	(53.6)	-1.9%	25.1	0.9%
Total Net Exp.	14,507.6	16,479.2	(719.2)	15,760.0	1,252.4	8.6%		**15,760.0**	1,252.4	8.6%	40.3	0.3%	141.6	0.9%
Approved Positions	157.7	161.7	(6.0)	155.7	(2.0)	(1.3%)		**155.7**	(2.0)	(1.3%)		0.0%		

The ***Property Standards Inspection & Enforcement Service*** provides enforcement activities related to property standards and property maintenance; zoning issues requiring investigation and/or enforcement. This service primarily:

- Addresses issues and/or complaints related to maintenance of buildings and property, waste, litter and dumping of refuse, waste collection, grass and weeds, graffiti, noise, fences, zoning, signs and processes required exemptions and permits.

The 2016 Operating Budget for Property Standards Inspection & Enforcement of $16.524 million gross and $15.760 million net is $1.252 million or 8.6% over the 2015 Approved Net Budget.

In addition to base budget pressures common across all services, pressures unique to Property Standards Inspection & Enforcement are primarily due to:

- One-time funding of $0.400 million for the acquisition of 20 new small cars for Investigation Services; and
- A volume based reduction to user fee revenues of $0.836 million.

The above pressures have been partially offset through the 2016 service changes for Property Standards Inspection & Enforcement that consist of resource reallocation; office and space rationalization; and various non-labour account adjustments that have resulted in service efficiency savings of $0.719 million for 2016.

Policy, Planning, Finance & Administration

2016 OPERATING BUDGET OVERVIEW

The Policy, Planning, Finance and Administration (PPF&A) Division provides centralized financial and administrative support to the Deputy City Manager and Cluster B Programs so that they can focus on providing services to the residents and businesses in the City of Toronto

2016 Budget Highlights

The total cost to deliver this services to Toronto residents is $22.037 million gross and $9.589 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	21,957.0	22,037.3	80.3	0.4%
Gross Revenues	12,214.3	12,448.4	234.1	1.9%
Net Expenditures	**9,742.7**	**9,588.9**	**(153.8)**	**(1.6%)**

For 2016, PPF&A identified $0.060 million in opening base budget pressures primarily arising from the inflationary and progression increases to staffing expenditures. The Program was able to fully offset these pressures through expenditure reductions of $0.214 million. As a result, PPF&A will maintain their level of service in 2016 while at the same time reducing net expenditures from 2015 levels.

Fast Facts

- Process over 25,000 purchasing documents.
- Issue over 36,000 customer invoices and credit notes.
- Process $180 million in accounts receivable transactions.
- Process bi-weekly payroll files for over 6000 Cluster B employees, requiring more than 680,000 payroll line entries.
- Conduct 80 public consultation events to support Cluster B projects.

2016 Operating Budget Highlights

- The 2016 Operating Budget for PPF&A of $22.0 million in gross expenditures provides funding for five services: Corporate Leadership, Organizational Effectiveness, Emergency Management, Financial Management and Program Support.
- The Program has exceeded the budget target of a 1% decrease from the 2015 Approved Budget through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going savings including line by line reductions ($0.214 million) and;
  - ✓ Target achievement without impacting on Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, PPF&A accomplished the following:

- ✓ Improved PO compliance of Cluster B by 19% due to implementation of pre-assigned CRO.
- ✓ Reduced number of parked documents by 24% in Financial Services due to enhanced tracking system, and by 40% in Financial Services (Toronto Water).
- ✓ Conducted 80 public consultation events for Cluster B Programs.
- ✓ Activated 24/7 Office of Emergency Management Stand-by Coordinator for 45 emergency responses, including 23 emergency social services incidents.
- ✓ Prolonged activation of the Emergency Operations Centre for the Pan American Games.
- ✓ 250 training certificates awarded; achieving 92% satisfaction survey for all training courses participants.
- ✓ 100% of Divisions have completed business impact analyses; 82% of Divisions have completed business continuity plans.

Our Service Deliverables for 2016

PPF&A offers centralized financial and administrative support to the Deputy City Manager and Cluster B Programs so they can focus on providing services to residents and businesses.

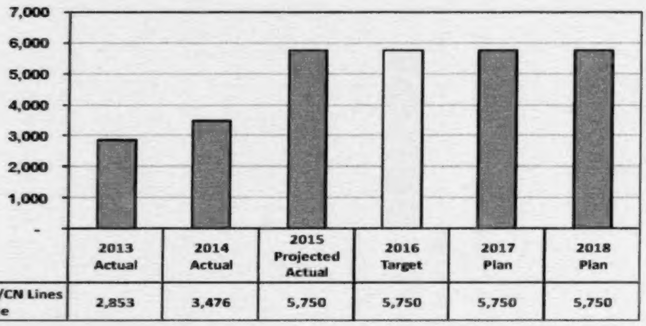
The 2016 Operating Budget will:

- Continue implementation of PPF&A's Strategic Plan objectives: Service Excellence, Responsible Management of Public Resources; and Commitment to Staff.
- Provide financial and administrative support to Cluster B Programs.
- Continue reviews of business processes to identify and improve efficiencies.
- Continue development of coordinated Five-year Capital Programs.
- Enhance T.O.INview to become a more comprehensive tool for capital planning and communication.
- Enhance emergency staffing levels and training for staff at the Emergency Operation Centre and at Emergency reception centres.
- Improve public outreach to vulnerable segments of the population and public education on the importance of personal emergency preparedness.
- Advance technical review of reports and studies in support of the Regional Express Rail.

Trends

- The average purchasing line items processed per employee has increased by 125.5% since 2013.
- The number of invoices/credit note line entered per employee has increased by 101.5% since 2013.
- These increases in productivity have resulted from a continuous business process review occurring in PPF&A over the last 5 years.
- For 2016 and onwards, the Program anticipates that it will continue to maintain achieved service levels.

Average Number of Invoices/ CN Lines Entered per Employee

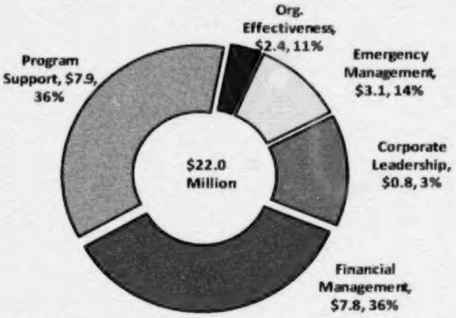


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Average Number of Invoices/CN Lines entered per Employee	2,853	3,476	5,750	5,750	5,750	5,750

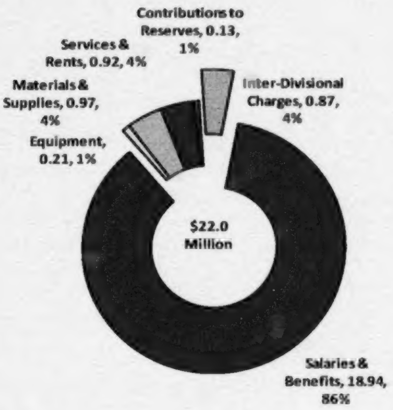
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

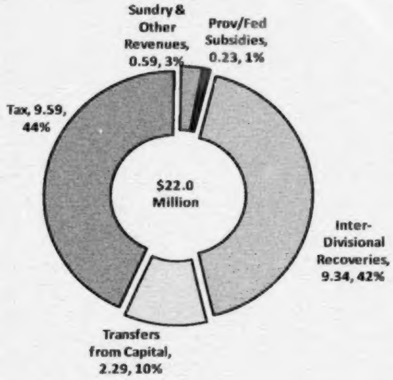


2016 Budget by Expenditure Category



Where the money comes from:

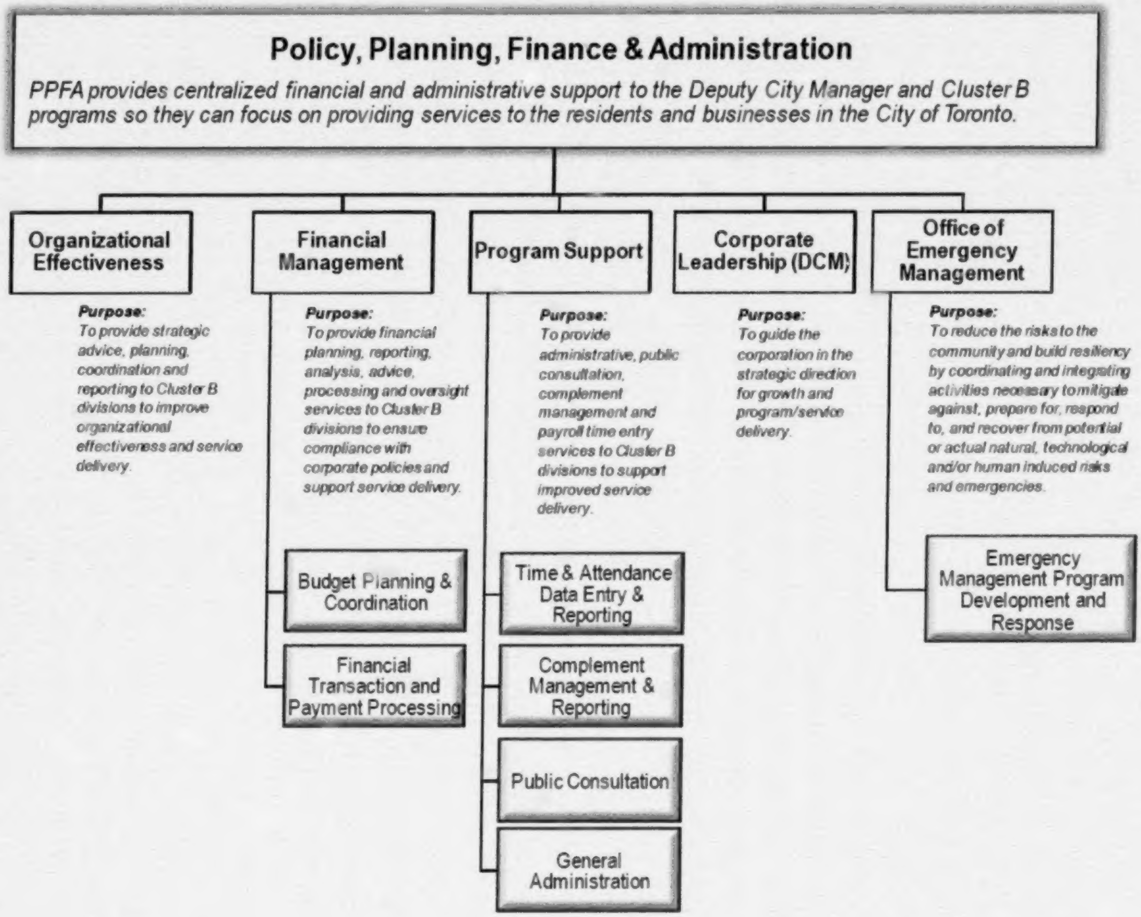
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- Meeting increasing demand for service with existing resources.
  - ✓ Continue to review business processes to identify and improve efficiencies.
- Implementing new corporate technology improvements while maintaining service levels.
  - ✓ Leverage corporate technology improvements to automate manual processes.
- Attracting and retaining skilled staff to improve service delivery.
  - ✓ Work with Human Resources to fill vacant positions.
  - ✓ Continue focus on staff training.
  - ✓ Identify opportunities to cross-train staff.

Program Map



Policy, Planning, Finance & Administration

PPFA provides centralized financial and administrative support to the Deputy City Manager and Cluster B programs so they can focus on providing services to the residents and businesses in the City of Toronto.

Organizational Effectiveness

Purpose:
To provide strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery.

Financial Management

Purpose:
To provide financial planning, reporting, analysis, advice, processing and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery.

- Budget Planning & Coordination
- Financial Transaction and Payment Processing

Program Support

Purpose:
To provide administrative, public consultation, complement management and payroll time entry services to Cluster B divisions to support improved service delivery.

- Time & Attendance Data Entry & Reporting
- Complement Management & Reporting
- Public Consultation
- General Administration

Corporate Leadership (DCM)

Purpose:
To guide the corporation in the strategic direction for growth and program/service delivery.

Office of Emergency Management

Purpose:
To reduce the risks to the community and build resiliency by coordinating and integrating activities necessary to mitigate against, prepare for, respond to, and recover from potential or actual natural, technological and/or human induced risks and emergencies.

- Emergency Management Program Development and Response

Organizational Effectiveness

- DCM's Office
- Toronto Water
- Solid Waste Management
- Transportation Services
- Toronto Building
- Engineering & Construction Services
- City Planning
- Fire Services
- Municipal Licensing & Standards
- Waterfront Secretariat
- Office of Emergency Management
- City Manager
- Other City Divisions - e.g. Accounting Services, Financial Planning
- Customers of Cluster B divisions

Financial Management

- DCM Cluster B
- Toronto Water
- Solid Waste Management Services
- Fire Services (Oversight Relationship)
- Transportation Services
- Engineering & Construction Services
- City Planning
- Toronto Building
- Municipal Licensing & Standards
- Waterfront Secretariat
- Office of Emergency Management
- Major Capital Infrastructure Coordination Office
- Corporate Divisions
- Residents and businesses in the City of Toronto
- Suppliers of Cluster B divisions

Program Support

- DCM Cluster B
- Toronto Water
- Solid Waste Management Services
- Fire Services (Oversight Relationship)
- Transportation Services
- Engineering & Construction Services
- City Planning
- Toronto Building
- Municipal Licensing & Standards
- Waterfront Secretariat
- Office of Emergency Management
- Major Capital Infrastructure Coordination Office
- Corporate Divisions
- Residents and businesses in the City of Toronto

Corporate Leadership

- Toronto Water
- Solid Waste Management
- Transportation Services
- Toronto Building
- Engineering & Construction Services
- City Planning
- Fire Services
- Municipal Licensing & Standards
- Policy, Planning, Finance & Administration
- Waterfront Secretariat
- Office of Emergency Management
- City Manager
- Residents and businesses in the City of Toronto

Office of Emergency Management

- Toronto Police Service
- Toronto Fire Services
- Toronto Paramedic Services
- Toronto Public Health
- Strategic Communications
- Toronto Water
- Transportation Services
- Shelter, Support and Housing Administration
- Toronto Building
- Toronto Transit Commission
- Purchasing and Materials Management
- Facilities and Real Estate
- Engineering & Construction Services
- Solid Waste Management Services
- Parks, Forestry and Recreation
- Toronto Office of Partnerships
- Finance and Administration
- Human Resources
- Information and Technology
- City Clerk's Office

Table 1

2016 Operating Budget and Plan by Service

	2015	2016 Operating Budget						Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Corporate Leadership											
Gross Expenditures	777.6		791.4	-	791.4	13.9	1.8%	2.7	0.3%	8.8	1.1%
Revenue	-		-	-	-	-	-	-		-	
Net Expenditures	777.6	-	791.4	-	791.4	13.9	1.8%	2.7	0.3%	8.8	1.1%
Organizational Effectiveness											
Gross Expenditures	1,938.0		2,183.2	254.4	2,437.6	499.6	25.8%	(227.7)	(9.3%)	45.2	2.0%
Revenue	1,266.2		1,413.2	254.4	1,667.6	401.4	31.7%	(302.5)	(18.1%)	20.4	1.5%
Net Expenditures	671.8	-	770.0	-	770.0	98.2	14.6%	74.9	9.7%	24.8	2.9%
PA-Emergency Management											
Gross Expenditures	3,031.1		3,056.7	-	3,056.7	25.7	0.8%	2.6	0.1%	18.8	0.6%
Revenue	235.0		235.0	-	235.0	-		-		-	
Net Expenditures	2,796.1	-	2,821.7	-	2,821.7	25.7	0.9%	2.6	0.1%	18.8	0.7%
PA-Financial Management											
Gross Expenditures	8,027.0		7,838.4	-	7,838.4	(188.6)	(2.3%)	(82.1)	(1.0%)	81.9	1.1%
Revenue	4,119.5		4,033.7	-	4,033.7	(85.8)	(2.1%)	(3.2)	(0.1%)	(2.2)	(0.1%)
Net Expenditures	3,907.5	-	3,804.7	-	3,804.7	(102.8)	(2.6%)	(79.0)	(2.1%)	84.1	2.3%
PA-Program Support											
Gross Expenditures	8,183.4		7,913.2	-	7,913.2	(270.2)	(3.3%)	143.9	1.8%	77.4	1.0%
Revenue	6,593.5		6,512.1	-	6,512.1	(81.4)	(1.2%)	(3.2)	(0.0%)	(2.2)	(0.0%)
Net Expenditures	1,589.8	-	1,401.1	-	1,401.1	(188.8)	(11.9%)	147.2	10.5%	79.6	5.1%
Total											
Gross Expenditures	21,957.0	-	21,782.9	254.4	22,037.3	80.4	0.4%	(160.6)	(0.7%)	232.2	1.1%
Revenue	12,214.3	-	12,194.0	254.4	12,448.4	234.1	1.9%	(308.9)	(2.5%)	16.1	0.1%
Total Net Expenditures	9,742.7	-	9,588.9	-	9,588.9	(153.8)	(1.6%)	148.3	1.5%	216.2	2.2%
Approved Positions	196.4		196.4	-	196.4	(0.0)	(0.0%)	(0.0)	(0.0%)	-	

The PPF&A's 2016 Total Operating Budget is $22.037 million gross and $9.589 million net, representing a 1.6% decrease to the 2015 Approved Net Operating Budget.

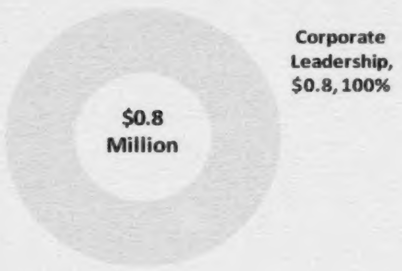
- Base pressures are mainly attributable to salary and benefit cost increases totaling $0.110 million and Inter-Divisional cost increases of $0.092 million.
- These base pressures are fully offset by line by line review savings of $0.214 million.
- The 2016 Approved Operating Budget results in no change to PPF&A's total staff complement of 196.4 positions.
- The 2017 and 2018 Plan increases are attributable to inflationary cost increases for progression pay, step and fringe benefits and interdepartmental service requirements of $0.148 million and $0.216 million respectively.

Corporate Leadership (DCM)

What We Do

- Guide the corporation in the strategic direction for growth and program/service delivery.
- Provide corporate oversight and administrative governance of Cluster B Programs.
- Provide coordination on major City-wide initiatives and projects.

2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)

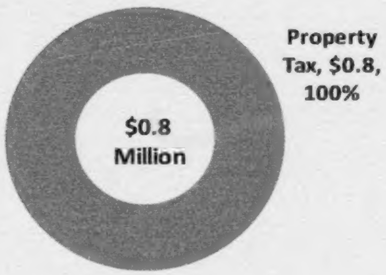


Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Corporate Leadership	777.6	791.4		791.4	13.9	1.8%		**791.4**	13.9	1.8%	2.7	0.3%	8.8	1.1%
Total Gross Exp.	777.6	791.4		791.4	13.9	1.8%		**791.4**	13.9	1.8%	2.7	0.3%	8.8	1.1%
REVENUE														
Corporate Leadership														
Total Revenues														
NET EXP.														
Corporate Leadership	777.6	791.4		791.4	13.9	1.8%		**791.4**	13.9	1.8%	2.7	0.3%	8.8	1.1%
Total Net Exp.	777.6	791.4		791.4	13.9	1.8%		**791.4**	13.9	1.8%	2.7	0.3%	8.8	1.1%
Approved Positions	5.0	5.0		5.0				**5.0**						

The ***Corporate Leadership (DCM)*** guides the corporation in the strategic direction for growth and program/service delivery; provides corporate oversight and administrative governance of Cluster B Programs; and provides coordination on major City-wide initiatives and projects

The Corporate Leadership's 2016 Operating Budget of $0.791 million gross and net is $0.014 million or 1.8% over the 2015 Approved Net Budget.

Base budget pressures in Corporate Leadership are due to increases that are common across all services (i.e. salary and benefits).

Organizational Effectiveness

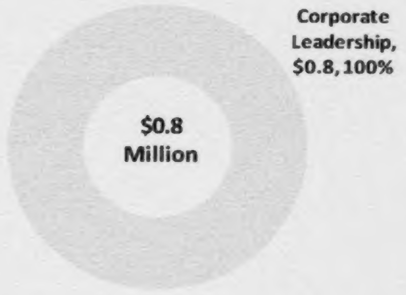
Organizational Effectiveness

What We Do

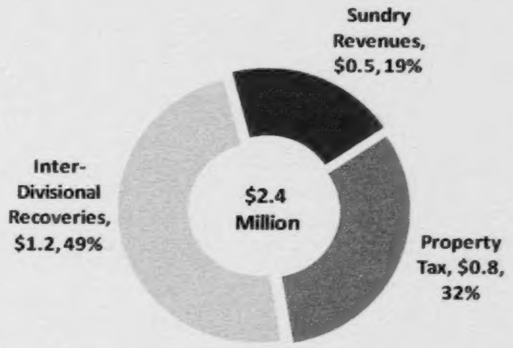
Provide strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery. The core activities include:

- Coordination and cross-divisional planning of major capital infrastructure projects through the Major Capital Infrastructure Coordination Office (MCIC);
- Development of a coordinated 5-Year Capital Plan that integrates City Programs with external agencies and utilities; and
- Management reporting and management consultant support for business process reviews, development of key performance indicators, and continuous improvement initiatives.

2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



2016 Service Levels

Organizational Effectiveness

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Cross Divisional Planning & Coordination	Administrative Support and Coordination	Approved	This assignment is completed within agreed upon timeline 100% of the time		The assignment is completed within agree upon timeline 100% of the time	The assignment is completed within agree upon timeline 100% of the time
	Strategy and Policy Development	Approved	This policy or plan is completed within agreed upon timeline 100% of the time			
	Implementation Support	Approved	The change is completed within agreed upon timeline 100% of the time			
Performance Measurement/ Management Reporting	Monitoring and Tracking	Approved	The indicator is updated/maintained according to the predetermined schedule 100% of the time		The Indicator is updated/maintained according to the predetermined	**Report issued within the agreed upon schedule 100% of the time**
	Monthly Reports	Approved	Report issued within the agreed upon schedule 100% of the time		Report issued within the agreed upon schedule 100% of the time	
	Quarterly Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
	Annual Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
	Ad hoc Reports	Approved	Report issued within the agreed upon schedule 100% of the time			
Program Review	Service Improvement	Approved	Report issued within the agreed upon schedule 100% of the time			**Business process improvement recommendations are developed within the agreed upon timeframe 100% of the time**
	Organizational Design	Approved	Report issued within the agreed upon schedule 100% of the time			
	New Business Process documentation Development	Approved	The new business process documentation is developed within the agreed upon timeframe 100% of the time			
	Existing Business Process Documentation	Approved	business process documentation is maintained 100% of the time			
	Process Improvement Recommendation	Approved	Business process improvement recommendations are developed within the agreed upon timeframe 100% of the time			

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Organizational Effectiveness. The changes highlighted in the above table indicate how the service levels are being articulated, not in the actual level of services that are being delivered.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Org. Effectiveness	1,938.0	2,183.2		2,183.2	245.2	12.7%	254.4	**2,437.6**	499.6	25.8%	(227.7)	-9.3%	45.2	2.0%
Total Gross Exp.	1,938.0	2,183.2		2,183.2	245.2	12.7%	254.4	**2,437.6**	499.6	25.8%	(227.7)	-9.3%	45.2	2.0%
REVENUE														
Org. Effectiveness	1,266.2	1,413.2		1,413.2	147.0	11.6%	254.4	**1,667.6**	401.4	31.7%	(302.5)	-18.1%	20.4	1.5%
Total Revenues	1,266.2	1,413.2		1,413.2	147.0	11.6%	254.4	**1,667.6**	401.4	31.7%	(302.5)	-18.1%	20.4	1.5%
NET EXP.														
Org. Effectiveness	671.8	770.0		770.0	98.2	14.6%		**770.0**	98.2	14.6%	74.9	9.7%	24.8	2.9%
Total Net Exp.	671.8	770.0		770.0	98.2	14.6%		**770.0**	98.2	14.6%	74.9	9.7%	24.8	2.9%
Approved Positions	13.8	13.8		13.8				**13.8**						

The ***Organizational Effectiveness Service*** provides strategic advice, planning, coordination and reporting to Cluster B divisions to improve organizational effectiveness and service delivery.

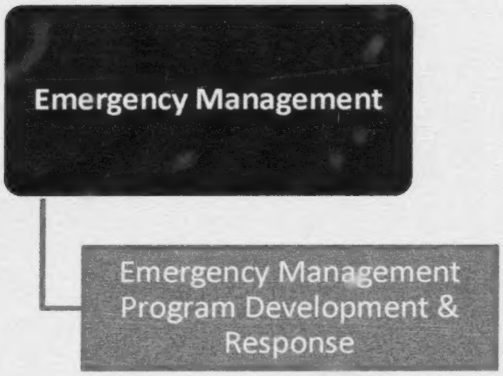
The Organizational Effectiveness Service's 2016 Operating Budget of $2.438 million gross and $0.770 million net is $0.098 million or 14.6% over the 2015 Approved Net Budget.

Aside from pressures common across all services, the base budget pressures unique to Organizational Effectiveness is an increase of interdivisional charges for increased support for capital planning and coordination automation ($0.136 million).

These costs are partially offset through increased interdivisional recoveries reflecting cost escalation to deliver services to "client" divisions ($0.146 million net).

The 2016 Operating Budget for Organizational Effectiveness Service also includes additional one-time funding of $0.254 million gross and $0 million net for the technical review of reports and studies in support of the Regional Express Rail program.

Office of Emergency Management

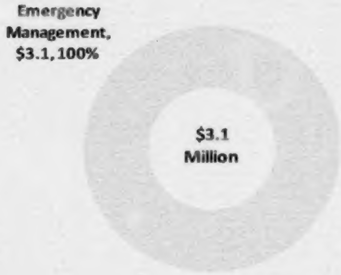


What We Do

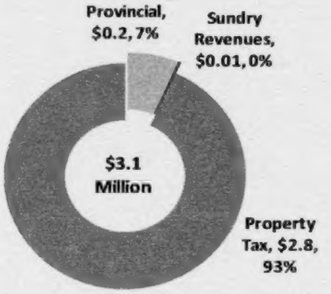
Assist residents in preparing for and dealing with major emergencies. The core types of activities include:

- Coordination for emergency preparedness and response activities as part of the City's Emergency Management Program;
- Development of plans and programs to help mitigate, respond to and recover from emergencies;
- Organization and coordination of emergency responses, including Emergency Social Services, when emergencies occur; and
- Ongoing public education and community outreach.

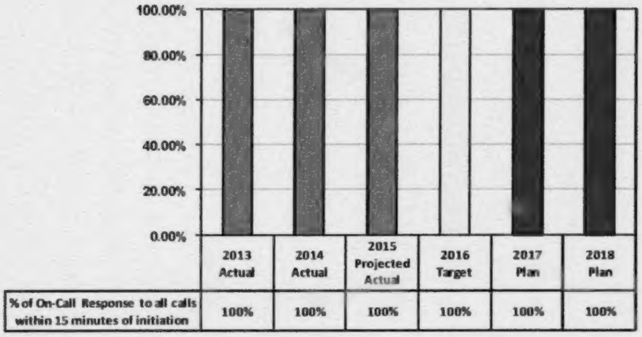
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% Of On-Call Response to all Calls within 15 minutes of Initiation



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of On-Call Response to all calls within 15 minutes of initiation	100%	100%	100%	100%	100%	100%

- This measure indicates the percentage of On-Call response to all calls within 15 minutes of initiation.
- The Program is projecting that 100% of On-Call response to all calls within 15 minutes of initiation.
- For 2016 and onwards, the Program anticipates that it will meet the target of 100%.

2016 Service Levels

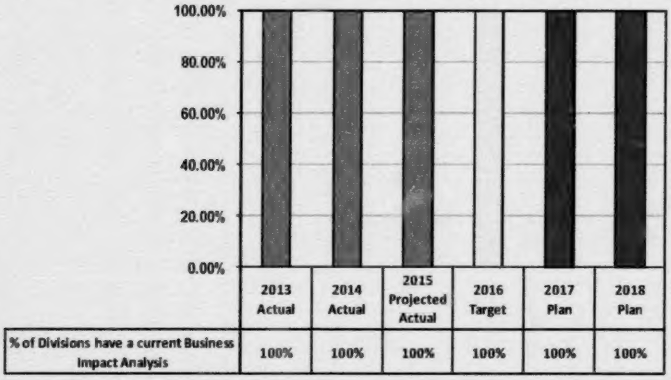
Office of Emergency Management

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Customer Service - Phone, Email, Material Request	Monthly	Approved	Acknowledge in 1 business day and respond within 3 business days 90% of the time.			Acknowledge in 1 business day and respond within 3 business days 90% of the time.
Municipal Program Requirements	Annually	Approved	100% compliance with the requirements under the Toronto Municipal Code			100% compliance with the requirements under the Toronto Municipal Code
Provincial Program Requirements	Annually	Approved	100% compliance with the requirements under the Act			100% compliance with the requirements under the Act
Training Program	Quarterly	Approved	Achieve 80% on satisfaction survey for all training courses, 50 Basic Emergency Management provincial certificates levels achieved, 75 Basic Incident Management System, 75 Incident Management System Level 200 provincial certificates achieved			Achieve 80% on satisfaction survey for all training courses, 50 Basic Emergency Management provincial certificates levels achieved, 100 Basic Incident Management System, 100 Incident Management System Level 200 provincial certificates achieved
Exercise Program	Annually	Approved	Achieve 80% satisfaction survey for annual exercise			Achieve 80% satisfaction survey for annual exercise
Public Education Program	Monthly	Approved	Achieve 80% satisfaction survey for public education/awareness presentations			Achieve 80% satisfaction survey for public education/awareness presentations
Business Continuity	Monthly	Approved	Ensure 90% of all Divisions have a current Business Impact Analysis, Ensure 90% of Divisions have a current Business Continuity Plan, Ensure 90% of Divisions have in place tested/exercised BC Plans			Ensure 90% of all Divisions have a current Business Impact Analysis, Ensure 90% of Divisions have a current Business Continuity Plan, Ensure 90% of Divisions have in place tested/exercised BC Plans
OEM 24/7 Standby	As required	Approved	Standby responds to all calls within 15 minutes of initiation			Standby responds to all calls within 15 minutes of initiation
Emergency Operation Centre (EOC)	Operationally ready to activate	Approved	Normal Hours: EOC staffed with OEM members within 15 minutes of requests, After Hours: EOC staffed with OEM members within 2 hours of request, To ensure that the 5 Deep EOC Staffing Plan remains at 80%			Normal Hours: EOC staffed with OEM members within 15 minutes of requests, After Hours: EOC staffed with OEM members within 2 hours of request, To ensure that the 5 Deep EOC Staffing Plan remains at 80%

The 2016 Service Levels are consistent with the approved 2015 Service Levels for Office of Emergency Management.

Service Performance

% Of All Divisions Have a Current Business Impact Analysis



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Divisions have a current Business Impact Analysis	100%	100%	100%	100%	100%	100%

- This measure indicates the percentage of all Divisions have a current Business Impact Analysis.
- The Program is projecting that 100% of all Divisions have a current Business Impact Analysis.
- For 2016 and onwards, the Program anticipates that it will meet the target of 100%.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Emergency Management Program Development & Response	3,031.1	3,056.7		3,056.7	25.7	0.8%		**3,056.7**	25.7	0.8%	2.6	0.1%	18.8	0.6%
Total Gross Exp.	3,031.1	3,056.7		3,056.7	25.7	0.8%		**3,056.7**	25.7	0.8%	2.6	0.1%	18.8	0.6%
REVENUE														
Emergency Management Program Development & Response	235.0	235.0		235.0				**235.0**						
Total Revenues	235.0	235.0		235.0				**235.0**						
NET EXP.														
Emergency Management Program Development & Response	2,796.1	2,821.7		2,821.7	25.7	0.9%		**2,821.7**	25.7	0.9%	2.6	0.1%	18.8	0.7%
Total Net Exp.	2,796.1	2,821.7		2,821.7	25.7	0.9%		**2,821.7**	25.7	0.9%	2.6	0.1%	18.8	0.7%
Approved Positions	18.0	18.0		18.0				**18.0**						

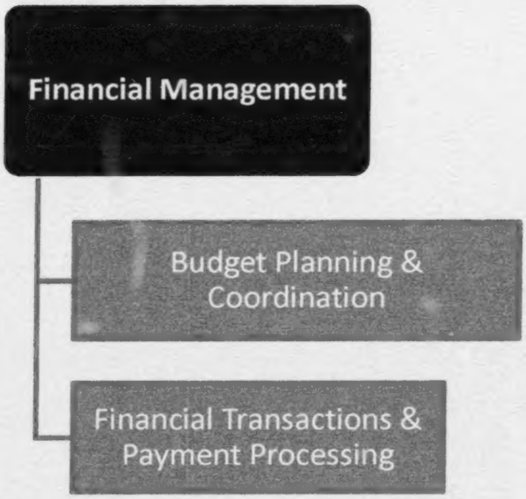
The ***Office of Emergency Management Service*** reduces the risks to the community and build resiliency by coordinating and integrating activities necessary to militate against, prepare for, respond to, and recover from risks and emergencies.

The Office of Emergency Management Service's 2016 Operating Budget of $3.057 million gross and $2.822 million net is $0.026 million or 0.9% above the 2015 Approved Net Budget.

In addition to base budget pressures that are common across all services ($0.055 million), a realignment of various non-salary items based on actual experience between services increased base budget pressure in this Service by an additional $0.010 million.

These costs are somewhat offset through decreased interdivisional charges due to reduction of occupancy costs by Facilities ($0.039 million).

Financial Management

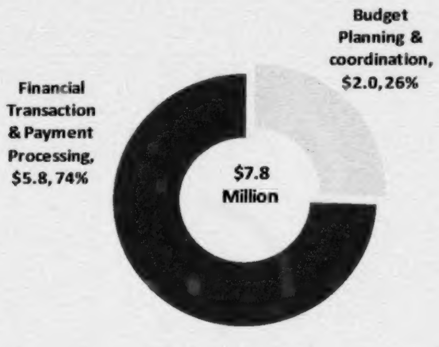

Financial Management
Budget Planning & Coordination
Financial Transactions & Payment Processing

What We Do

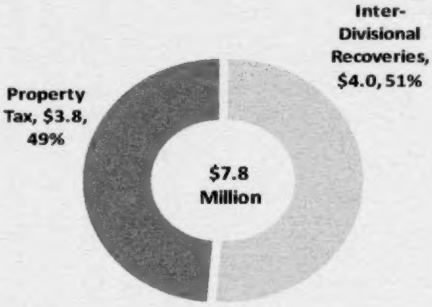
Provide financial planning, reporting, analysis, advice, processing, and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery. The core activities include:

- Budget planning and coordination; and
- Financial transaction and payment processing.

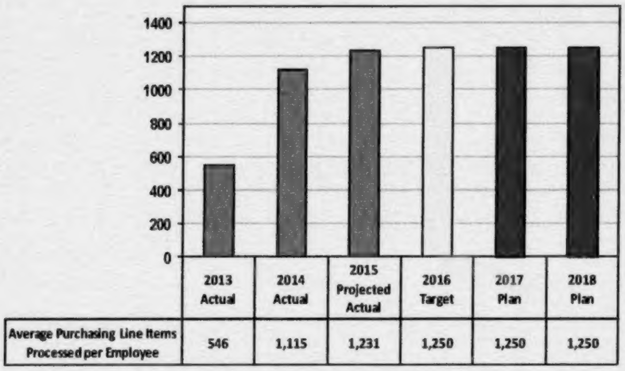
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Average Purchasing Line Items Processed per Employee



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Average Purchasing Line Items Processed per Employee	546	1,115	1,231	1,250	1,250	1,250

- This measure indicates the average number of purchasing line items processed per employee, which has increased by 125.5% since 2013.
- The Program is projecting that 1,231 lines per employee will be processed for 2015 and is estimating 1,250 lines per employee for 2016, 2017 and 2018.

2016 Service Levels

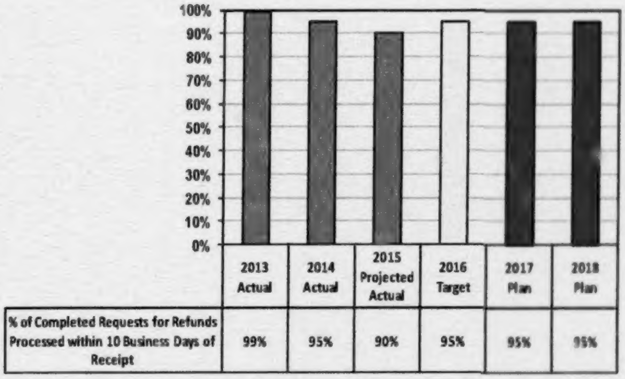
Financial Management

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Budget Planning & Coordination	Budget coordinated, prepared and submitted	Approved	100% of Cluster B budgets supported and coordinated within deadlines			100% of Cluster B budgets supported and coordinated within deadlines
	Research, data generation, analysis and presentation	Approved	Provide acknowledgement of request within 2 days 95% of the time			Provide acknowledgement of request within 2 days 95% of the time
	Assistance with service planning	Approved	100% of Cluster B Service Plans Supported to submit within prescribed deadlines			100% of Cluster B Service Plans Supported to submit within prescribed deadlines
	Management Reporting & Control	Approved	Monthly variance reports issued within 7 days after month end 80% of the time. Corporate variance reports meet prescribed deadlines 100% of the time.			Monthly variance reports issued within 7 days after month end 80% of the time. Corporate variance reports meet prescribed deadlines 100% of the time.
	Business advice & consultation	Approved	Provide acknowledgement of request within 2 days 100% of the time.			Provide acknowledgement of request within 2 days 100% of the time.
Financial Transaction & Payment Processing	Management Reporting & Control	Approved	Ensure reconciliation of accounts within 30 days of month end 100% of the time.			Ensure reconciliation of accounts within 30 days of month end 100% of the time.
	Business advice & consultation	Approved	Provide acknowledgement of request within 2 days 100% of the time.			Provide acknowledgement of request within 2 days 100% of the time.
	Purchasing and procurement	Approved	Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.			Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.
	Purchasing and procurement (TW)	Approved	Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.			Process purchasing documents in SAP within 3 business days to source and place the order 90% of the time, Informal calls ($7,500 to $50,000) are processed within 60 days 90% of the time based on complete documentation submitted to PPFA Financial Services.
	Accounts payable	Approved	85% of invoices confirmed for payment within 60 days.			85% of invoices confirmed for payment within 60 days.
	Accounts receivable	Approved	90% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request.			90% of debtor invoices issued (created and mailed) within 48 hours of receipt or notification of completed request.
	Collects and process customer payments	Approved	Undisputed accounts receivable collected within agreed upon payment terms 70% of the time. Customer payments deposited by next business day 100% of the time; accounts updated within 5 business days upon receipt of supporting documents 90% of the time.			Undisputed accounts receivable collected within agreed upon payment terms 70% of the time. Customer payments deposited by next business day 100% of the time; accounts updated within 5 business days upon receipt of supporting documents 90% of the time.
	Collects and process customer deposits and prepare refunds for payment	Approved	100% of customer deposits processed within 48 hours of receipt. 90% of completed refund requests processed within 10 business days of receipt.			100% of customer deposits processed within 48 hours of receipt. 90% of completed refund requests processed within 10 business days of receipt.

The 2016 Service Levels are consistent with the approved 2015 Service Levels for Financial Management Service.

Service Performance

Quality Measure – % of Completed Requests for Refunds Processed within 10 Business Days of Receipt



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Completed Requests for Refunds Processed within 10 Business Days of Receipt	99%	95%	90%	95%	95%	95%

- The City holds deposits from customers to guarantee completion of work according to approved contractual terms
- A refund to the customer is processed once the City is satisfied the work is completed as agreed
- PPFA has set a target of processing 95% of refunds within 10 business days after receiving a request for refund from the division authorizing satisfactory completion of the work.

Table 5

2016 Service Budget by Activity

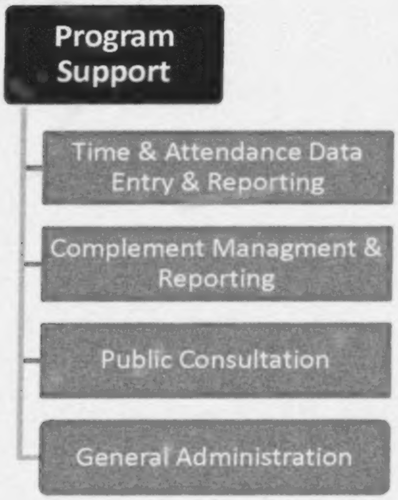
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Budget Planning & coordination	2,025.6	2,038.3		2,038.3	12.7	0.6%		**2,038.3**	12.7	0.6%	13.0	0.6%	20.4	1.0%
Financial Trans[illegible]tion & Payment Processing	6,001.4	5,800.1		5,800.1	(201.3)	(3.4%)		**5,800.1**	(201.3)	(3.4%)	(95.2)	-1.6%	61.6	1.1%
Total Gross Exp.	8,027.0	7,838.4		7,838.4	(188.6)	(2.3%)		**7,838.4**	(188.6)	(2.3%)	(82.1)	-1.0%	81.9	1.0%
REVENUE														
Budget Planning &	966.8	946.7		946.7	(20.1)	(2.1%)		**946.7**	(20.1)	(2.1%)	(0.7)	-0.1%	(0.5)	(0.1%)
Financial Transaction & Payment Processing	3,152.7	3,087.0		3,087.0	(65.7)	(2.1%)		**3,087.0**	(65.7)	(2.1%)	(2.4)	-0.1%	(1.7)	(0.1%)
Total Revenues	4,119.5	4,033.7		4,033.7	(85.8)	(2.1%)		**4,033.7**	(85.8)	(2.1%)	(3.2)	-0.1%	(2.2)	(0.1%)
NET EXP.														
Budget Planning &	1,058.7	1,091.6		1,091.6	32.8	3.1%		**1,091.6**	32.8	3.1%	13.8	1.3%	20.9	1.9%
Financial Transaction & Payment Processing	2,848.7	2,713.1		2,713.1	(135.6)	(4.8%)		**2,713.1**	(135.6)	(4.8%)	(92.7)	-3.4%	63.2	2.4%
Total Net Exp.	3,907.5	3,804.7		3,804.7	(102.8)	(2.6%)		**3,804.7**	(102.8)	(2.6%)	(79.0)	-2.1%	84.1	2.2%
Approved Positions	84.5	83.4		83.4	(1.0)	(1.2%)		**83.4**	(1.0)	(1.2%)				

The ***Financial Management Service*** provides financial planning, reporting, analysis, advice, processing, and oversight services to Cluster B divisions to ensure compliance with corporate policies and support service delivery

The Financial Management's 2016 Operating Budget of $7.838 million gross and $3.805 million net is $0.103 million or 2.6% below the 2015 Approved Net Budget.

Net savings have been achieved in this Service following a decrease in salary and benefit costs following an adjustment to reflect actual staff expenditure requirements ($0.233 million) as well as a further base expenditure reduction of $0.018 million resulting from a line by line review of non-salary accounts.

Program Support

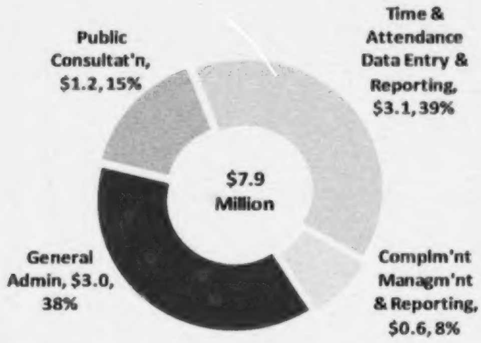

Program Support
Time & Attendance Data Entry & Reporting
Complement Managment & Reporting
Public Consultation
General Administration

What We Do

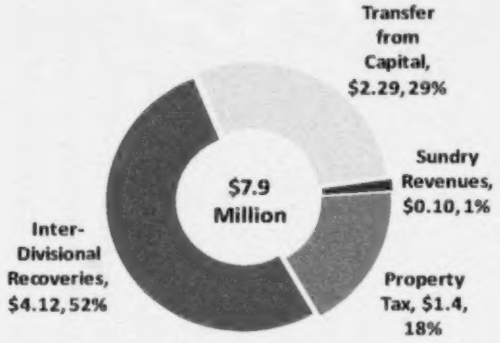
Provide Administrative, Public Consultation, Complement Management and Payroll time entry services to Cluster B divisions to support service delivery. The core activities include:

- Payroll time entry and reporting for over 6,000 Cluster B employees;
- Complement management and reporting activity;
- Public consultation, facilitation and support; and
- General administration support including courier/mail delivery services and coordination of office space and telephones.

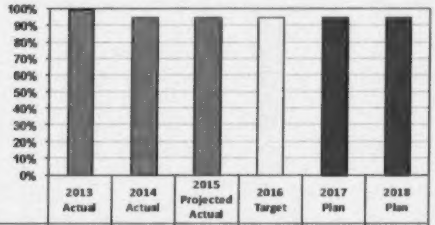
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Scheduled Reports Completed within Agreed to Timelines



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Scheduled Reports Completed within Agreed-To Timelines (Within a Certain # of Days of Pertinent Information Becoming Available)	99%	95%	95%	95%	95%	95%

- This measure indicates the percentage of scheduled reports completed within agreed-to timelines (within certain # of days of pertinent information becoming available).
- The Program is projecting that in 2015 it will be in line with the 95% target.
- It is anticipated that this measure will continue to be met in 2016 and onwards.

2016 Service Levels

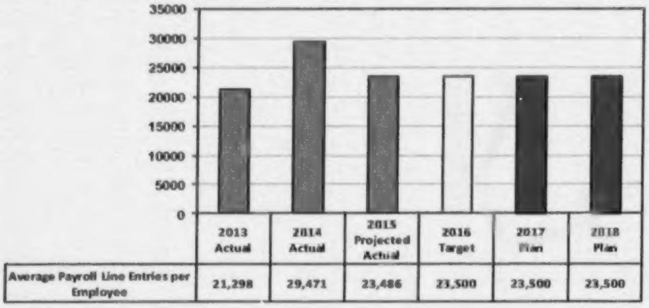
Program Support

Activity	Sub-Activity/Type	Status	2013 2014 2015	2016
Time & Attendance - Data Entry & Reporting	Payroll Advice & Reporting	Approved	Provide Monthly Attendance Management Reports 100% of the time. Other reports within 5 days 95% of the time.	Provide Monthly Attendance Management Reports 100% of the time. Other reports within 5 days 95% of the time.
	Time & Attendance Data Entry &	Approved	Enter Time Sheet on time 100% of the time	Enter Time Sheet on time 100% of the time
Complement Management & Reporting	Complement Management	Approved	Employee records update is completed within 2 days or as agreed upon 95% of the time.	Employee records update is completed within 2 days or as agreed upon 95% of the time.
	Various Monthly and/or Ad Hoc	Approved	Monthly reports are completed within agreed upon	Monthly reports are completed within agreed upon
	Client Consultation / Support	Approved	Acknowledgement request in 2 business days	Acknowledgement request in 2 business days
		Approved	One business day	One business day
Public Consultation		Approved	Meet notification guidelines, legilated requirements and client or program needs	Meet notification guidelines, legilated requirements and client or program needs.
General Administration	Office Space Coordination	Approved	Meet client needs met within Corporate Guidelines.	Meet client needs met within Corporate Guidelines.
	Telephony Coordination	Approved	Within 5 working days 95% of the time.	Within 5 working days 95% of the time.
	Courier/Mail Services	Approved	Delivery within 2 working days 90% of the time.	Delivery within 2 working days 90% of the time.

The 2016 Service Levels are consistent with the approved 2015 Service Levels for Program Support Service.

Service Performance

Efficiency Measure – Payroll Lines per Employee



- This measure indicates the average number of payroll lines per employee, which has increased by 10% since 2013.
- The Program is projecting that 23,486 lines per employee will be processed for 2015 and is estimating 23,500 lines per employee for 2016, 2017 and 2018

Table 6

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Complement Management & Reporting	490.3	558.7		558.7	68.4	14.0%		**558.7**	68.4	14.0%	31.2	5.6%	5.7	1.0%
General Administration	3,294.7	3,022.7		3,022.7	(272.0)	(8.3%)		**3,022.7**	(272.0)	(8.3%)	36.4	1.2%	20.5	0.7%
Public Consultation	1,177.0	1,210.6		1,210.6	33.5	2.8%		**1,210.6**	33.5	2.8%	41.4	3.4%	21.8	1.7%
Time & Attendance Data Entry & Reporting	3,221.4	3,121.3		3,121.3	(100.1)	(3.1%)		**3,121.3**	(100.1)	(3.1%)	35.0	1.1%	29.5	0.9%
Total Gross Exp.	8,183.4	7,913.2		7,913.2	(270.2)	(3.3%)		**7,913.2**	(270.2)	(3.3%)	143.9	1.8%	77.4	1.0%
REVENUE														
Complement Management & Reporting	324.8	320.4		320.4	(4.4)	(1.3%)		**320.4**	(4.4)	(1.3%)	(0.2)	-0.1%	(0.1)	(0.0%)
General Administration	1,624.0	1,602.1		1,602.1	(21.9)	(1.3%)		**1,602.1**	(21.9)	(1.3%)	(0.8)	-0.1%	(0.6)	(0.0%)
Public Consultation	2,046.4	2,026.3		2,026.3	(20.1)	(1.0%)		**2,026.3**	(20.1)	(1.0%)	(1.0)	0.0%	(0.7)	(0.0%)
Time & Attendance Data Entry & Reporting	2,598.4	2,563.3		2,563.3	(35.0)	(1.3%)		**2,563.3**	(35.0)	(1.3%)	(1.3)	-0.1%	(0.9)	(0.0%)
Total Revenues	6,593.5	6,512.1		6,512.1	(81.4)	(1.2%)		**6,512.1**	(81.4)	(1.2%)	(3.2)	0.0%	(2.2)	(0.0%)
NET EXP.														
Complement Management & Reporting	165.5	238.2		238.2	72.8	44.0%		**238.2**	72.8	44.0%	31.4	13.2%	5.8	2.1%
General Administration	1,670.7	1,420.6		1,420.6	(250.1)	(15.0%)		**1,420.6**	(250.1)	(15.0%)	37.2	2.6%	21.0	1.4%
Public Consultation	(869.4)	(815.7)		(815.7)	53.6	(6.2%)		**(815.7)**	53.6	(6.2%)	42.3	-5.2%	22.5	(2.9%)
Time & Attendance Data Entry & Reporting	623.0	557.9		557.9	(65.1)	(10.4%)		**557.9**	(65.1)	(10.4%)	36.3	6.5%	30.4	5.1%
Total Net Exp.	1,589.8	1,401.1		1,401.1	(188.8)	(11.9%)		**1,401.1**	(188.8)	(11.9%)	147.2	10.5%	79.6	4.9%
Approved Positions	75.2	76.2		76.2	1.0	1.3%		**76.2**	1.0	1.3%				

The ***Program Support Service*** provides administrative, public consultation, complement management and payroll time entry services to Cluster B divisions to support service delivery.

The Program Support's 2016 Operating Budget of $7.913 million gross and $1.401 million net is $0.189 million or 11.9% below the 2015 Approved Net Budget.

Similar to the experience in the Financial Management Service, net savings in Program Support have been achieved following a decrease in salary and benefit costs following an adjustment to reflect actual staff expenditure requirements ($0.037 million) as well as a further base expenditure reduction of $0.195 million resulting from a line by line review of non-salary accounts.

Solid Waste Management Services

2016 OPERATING BUDGET OVERVIEW

Solid Waste Management Services (SWMS) provides waste collection, transfer, processing and landfill services to the City of Toronto. Collection includes recyclables, organics, litter, leaf, yard, municipal hazardous & special waste and garbage. SWMS' goal is to be a leader in providing innovative efficient waste management, creating environmental sustainability, promoting waste diversion and maintaining a clean city.

2016 Budget Highlights

The total cost to deliver this service to Toronto residents in 2016 is $389.009 million as shown below.

	2015 Approved Budget	2016 Budget	Change	
(in $000's)			$	%
Gross Expenditures	370,785.1	389,009.4	18,224.3	4.9%
Gross Revenues	370,785.1	389,009.4	18,224.3	4.9%
Net Expenditures			-	-

For 2016, SWMS identified $17.5 million in opening budget pressures arising from increased costs to support the SWMS Capital Program, as well as operating costs associated with inflationary and operational requirements. These pressures have been fully offset through a series of expenditure reductions and revenue changes, including a 3% rate increase.

Fast Facts

- 7 Transfer Stations (6 with HHW Depots)
- 1 Operating Organics Processing Facility with another under expansion.
- 1 Reuse Centre
- 4 Collection Yards and 1 Litter Collection Yard
- Green Lane Landfill + 160 Closed Landfills
- 1.4 million residential bins (Green/Waste/Blue/Kitchen)

2016 Operating Budget Highlights

The 2016 Operating Budget of $389.0 million will enable SWMS to:

- Support the SWMS Capital Program through a $20.8 million contribution to the Waste Management Reserve Fund and $17 million in non-Green Lane debt servicing costs.
- Fund updated contract pricing increases for the processing and collection; and planning for implementation of new contracts (Multi-Residential Front End Collection).
- Continue the roll-out of the Charities Rate Waiver Program and green bin organics to all City collected ABCDs and Schools.
- Continue researching markets for expanding diversion programs and conducting waste composition and participation audits by garbage bin size.

2015 Key Service Accomplishments

- *Waste Diversion*
  - ✓ Enhanced Multi-Residential Strategy focusing on customer service, registration, routing, and education
  - ✓ Toronto Community Housing Diversion Initiatives and addition of Plastic Film to the Blue Bin.
- *Long Term Waste Management Strategy*
  - ✓ Phase 2 Consultation & Council Approval of Evaluation Criteria, List of Options, Vision Statement & development of a Long Term Sustainable Rate Structure
- *Customer Service*
  - ✓ Curbside Waste Collection Services Review
  - ✓ Rollout of Charities Rate Waiver Program
  - ✓ Extended Hours of Operation at the Bermondsey Transfer Station and Pan Am Plans for Litter Collection
- *Developed Long Term Business Plan and Perpetual Care Assessment for Green Lane*
- *Advanced Disco Road Biogas Utilization*
  - ✓ Complete Design w/REA application
- *Completed Infrastructure improvements at Green Lane Landfill & other closed landfills*
- *Developed Asset Management Framework and Integrated Management System*
- *Awarded Contracts for:*
  - ✓ Front-End Collection, SSO Facility Expansion & Green Bin 2.0
- *Received Awards for:*
  - ✓ 2015 Municipal Waste Association - Promotion and Education Awards
  - ✓ Gold Campaign – 2014 Multi-Residential "Get with the Program" and Gold Print Tool "Chute" campaign direct mail piece
  - ✓ 2015 Solid Waste Association of North America
  - ✓ Bronze Collection Systems – Parks Bins Collection

Our Service Deliverables for 2016

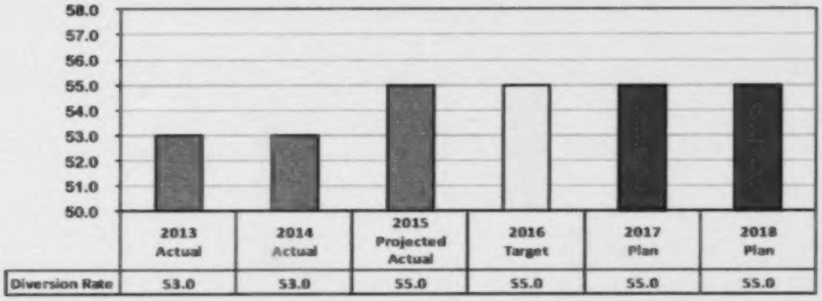
In moving forward towards 70% overall waste diversion, SWMS has established strategic directions with the following 2016 deliverables:

- Waste Strategy including a Final Waste Strategy and Implementation Plan
- Continuing to implement a comprehensive multi-residential public education campaign including 3Rs Ambassador Program.
- Continued rollout of Next Generation Green Bins for curbside customers & continuing to implement Green Bin organics facility services at multi-residential locations.
- Completion of a comprehensive Asset Management Framework and Implementation Plan.
- Implement Design, Build, Operate and Maintain contract for Dufferin Green Bin organics facility expansion.
- Continue Disco Road Biogas Utilization project.
- Ongoing monitoring and maintenance plan for perpetual care closed landfill sites.
- Ongoing installation of landfill gas control and leachate control as legislated, as well as ongoing engineering, development and monitoring of the Green Lane landfill site.
- Motivate and engage employees with the Employee Recognition Program, Management Team and Annual Town Hall meetings and maintain the Talent Management Program.
- Pursue operational excellence with the evolution of KPIs, environmental health & safety, collection efficiencies and IT strategy.

Trends

- 595,000 tonnes of waste projected to be land-filled in 2015; 606,000 in 2016
- Overall Residential Diversion – increase from 44% to 55% from 2008 – 2015 and is projected to be at 55% in 2016
- The 2017 and 2018 Plans for Overall Residential Diversion will be re-established following Council's consideration and approval of the Long Term Waste Management Strategy (Waste Strategy).
- Historical Participation Rates: Green Bin – organics 89%; Blue Bin recycling– 96%; new audit pending.
- Curbside Collection complaints per year decreased by 45% in 2013 and a further 10% in 2014. 2015 data not yet available.

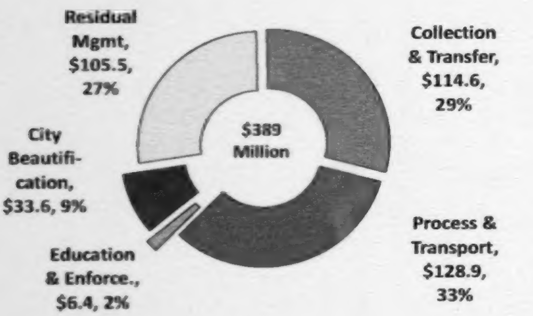
Overall Residential Diversion Rate

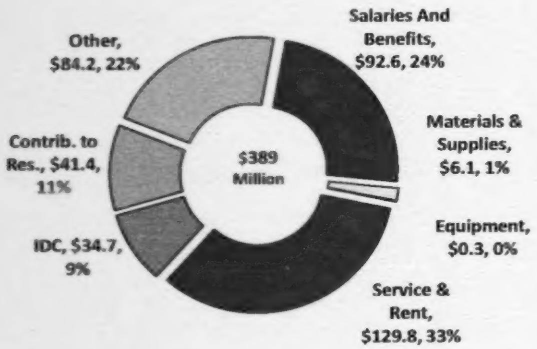


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Diversion Rate	53.0	53.0	55.0	55.0	55.0	55.0

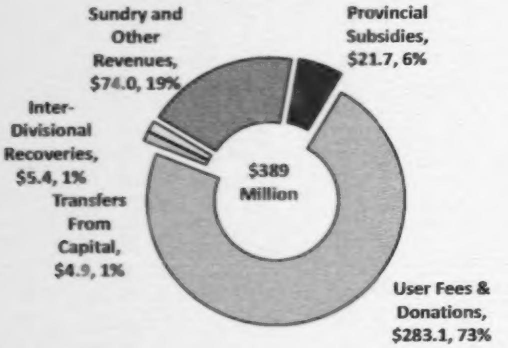
2016 Operating Budget Expenses & Funding

Where the money goes:


2016 Budget by Service


2016 Budget by Expenditure Category

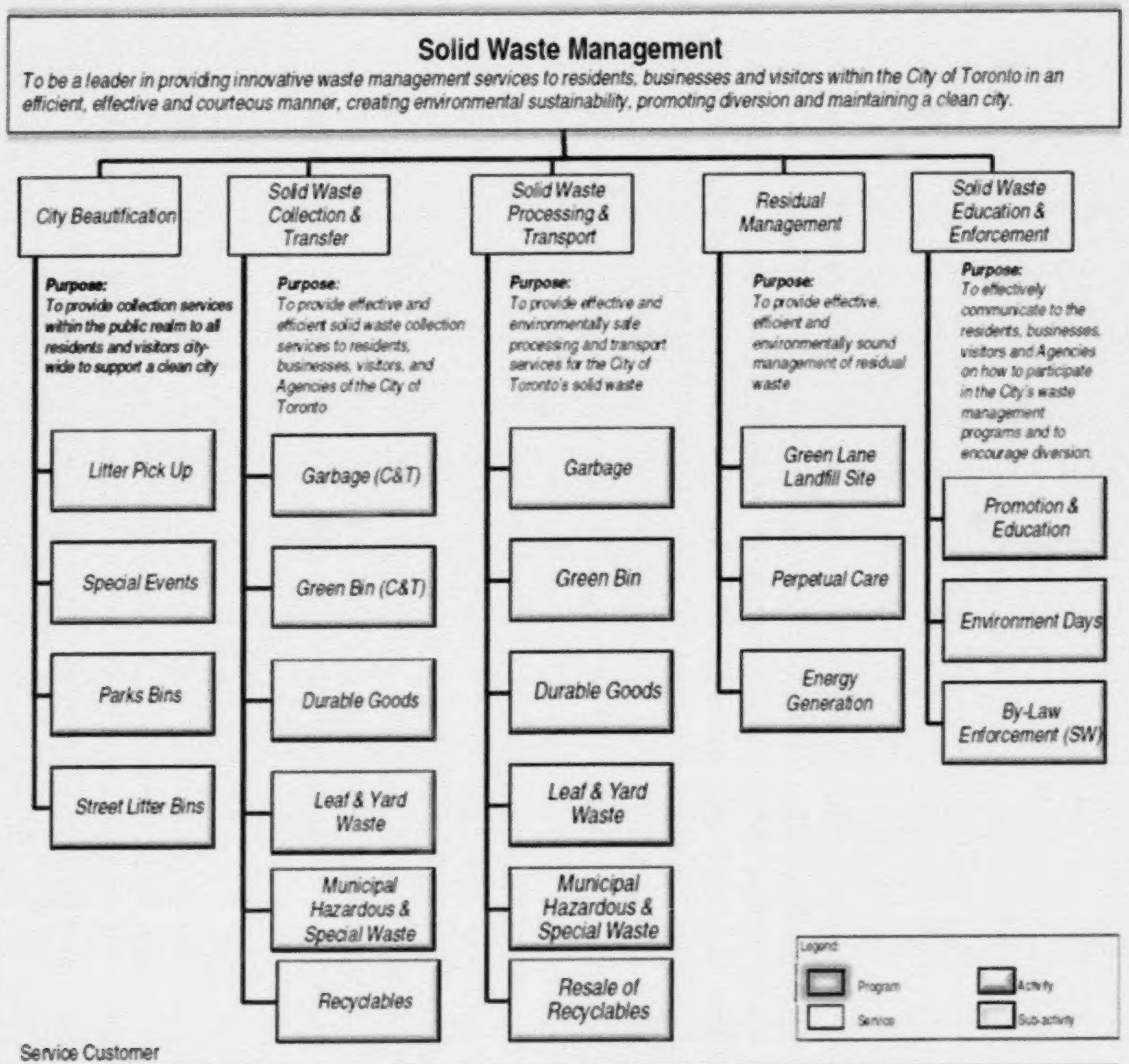
Where the money comes from:


2016 Budget by Funding Source

Our Key Issues & Priority Actions

- **Moving toward 70% waste diversion** and balancing this target with program sustainability. This is being addressed through:
  - ✓ Developing a Waste Strategy that will re-establish the diversion target and guide future SWMS activities and investment in the City for the next 30 to 50 years.
  - ✓ Continuation of efforts to fully include multi-residential buildings in the waste diversion plan to help achieve 70% Diversion.
- **Moving Towards a Fully Sustainable Utility -** ensuring generated rate revenue is adequate to support SWMS' operating pressures, capital needs, as well as allow for the continued transition to a fully sustainable utility model, reducing the application of recoverable debt when appropriate.
  - ✓ A 3% rate increase in 2016 with anticipated 3% annual rate increases over the next 10 years to ensure sufficient capital funding for future initiatives that maximize the lifespan of the Green Lane landfill beyond 2029.
  - ✓ This multi-year fee/rate strategy will be adjusted upon approval of the Waste Strategy in 2016 with the longer term goal to fund the SWMS 10-Year Capital Plan primarily through reserve funds, supported by annual operating contributions funded from user fees revenue.

Program Map


Solid Waste Management
City Beautification
Solid Waste Collection & Transfer
Solid Waste Processing & Transport
Residual Management
Solid Waste Education & Enforcement
Litter Pick Up
Special Events
Parks Bins
Street Litter Bins
Garbage (C&T)
Green Bin (C&T)
Durable Goods
Leaf & Yard Waste
Municipal Hazardous & Special Waste
Recyclables
Garbage
Green Bin
Durable Goods
Leaf & Yard Waste
Municipal Hazardous & Special Waste
Resale of Recyclables
Green Lane Landfill Site
Perpetual Care
Energy Generation
Promotion & Education
Environment Days
By-Law Enforcement (SW)
Legend
Program
Activity
Service
Sub-activity

Solid Waste Management

To be a leader in providing innovative waste management services to residents, businesses and visitors within the City of Toronto in an efficient, effective and courteous manner, creating environmental sustainability, promoting diversion and maintaining a clean city.

City Beautification – **Purpose:** To provide collection services within the public realm to all residents and visitors city-wide to support a clean city

Solid Waste Collection & Transfer – **Purpose:** To provide effective and efficient solid waste collection services to residents, businesses, visitors, and Agencies of the City of Toronto

Solid Waste Processing & Transport – **Purpose:** To provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste

Residual Management – **Purpose:** To provide effective, efficient and environmentally sound management of residual waste

Solid Waste Education & Enforcement – **Purpose:** To effectively communicate to the residents, businesses, visitors and Agencies on how to participate in the City's waste management programs and to encourage diversion.

Service Customer

City Beautification
- Public realm users
- Local businesses
- Local Communities

Solid Waste Collection & Transfer
- Property owners (residential households - single, semi, townhouse)
- Multi unit residences
- Small Commercial/ Industrial businesses
- Institutional/ ABCDs
- Recyclable material purchasers
- Contracted municipalities/ private sector disposal (Green Lane landfill).

Solid Waste Processing & Transport
- Solid Waste Service Providers

Residual Management
- Solid Waste Service Providers

Solid Waste Education & Enforcement
- Property owners (residential households - single, semi, townhouse)
- Multi unit residences
- Small Commercial/ Industrial businesses
- Institutional/ ABCDs

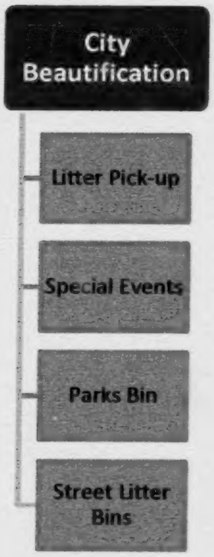
Table 1
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
City Beautification											
Gross Expenditures	33,546.7	33,136.0	33,648.9		33,648.9	102.2	0.3%	1,335.9	4.0%	615.9	1.8%
Revenue	1,354.8	1,331.8	1,354.8		1,354.8	-		-		-	
Net Expenditures	32,191.8	31,804.2	32,294.0	-	32,294.0	102.2	0.3%	1,335.9	4.1%	615.9	1.8%
Collection & Transfer											
Gross Expenditures	115,451.0	114,037.8	114,566.8		114,566.8	(884.2)	(0.8%)	4,148.0	3.6%	1,978.5	1.7%
Revenue	274,268.5	269,616.3	286,654.4		286,654.4	12,385.9	4.5%	612.4	0.2%	-	
Net Expenditures	(158,817.5)	(155,578.5)	(172,087.6)	-	(172,087.6)	(13,270.1)	8.4%	3,535.6	(2.1%)	1,978.5	(1.2%)
Processing & Transport											
Gross Expenditures	120,472.8	118,998.1	128,888.3		128,888.3	8,415.5	7.0%	300.4	0.2%	216.2	0.2%
Revenue	47,392.7	46,588.8	50,931.0		50,931.0	3,538.3	7.5%	407.6	0.8%	-	
Net Expenditures	73,080.1	72,409.3	77,957.2	-	77,957.2	4,877.2	6.7%	(107.2)	(0.1%)	216.2	0.3%
Residual Management											
Gross Expenditures	95,074.5	93,910.7	105,479.2		105,479.2	10,404.7	10.9%	242.4	0.2%	147.2	0.1%
Revenue	47,769.1	46,958.8	50,068.2		50,068.2	2,299.1	4.8%	100.4	0.2%	-	
Net Expenditures	47,305.4	46,951.9	55,411.0	-	55,411.0	8,105.6	17.1%	142.0	0.3%	147.2	0.3%
Education & Enforcement											
Gross Expenditures	6,240.2	6,163.8	6,426.3		6,426.3	186.1	3.0%	(228.6)	(3.6%)	10.7	0.2%
Revenue	-	-	1.0		1.0	1.0	-	-		-	
Net Expenditures	6,240.2	6,163.8	6,425.3	-	6,425.3	185.1	3.0%	(228.6)	(3.6%)	10.7	0.2%
Total											
Gross Expenditures	370,785.1	366,246.5	389,009.4	-	389,009.4	18,224.3	4.9%	5,798.1	1.5%	2,968.5	0.8%
Revenue	370,785.1	364,495.8	389,009.4	-	389,009.4	18,224.3	4.9%	1,120.4	0.3%	-	
Total Net Expenditures	(0.0)	1,750.7	(0.0)	-	(0.0)	(0.0)		4,677.7		2,968.5	63.5%
Approved Positions	1,109.1	1,031.7	1,108.7	-	1,108.7	(0.3)	(0.0%)				

The Solid Waste Management Services' (SWMS) 2016 Total Operating Budget is $389.009 million gross and $0 million net, representing a 4.9% increase to the 2015 Approved Gross and Revenue Operating Budgets and includes reductions in order to achieve the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures totaling $17.462 million are mainly attributable to costs associated with supporting the SWMS Capital Program such as debt service costs and contributions to reserve funds; as well as volume and price increases for contracted services and adjustments to salaries & benefits.
- To mitigate the above pressures, the Program achieved base reductions and service efficiency savings of $17.599 million through line by line reviews of accounts, an increase to budgeted gapping to reflect the anticipated level of naturally occurring vacancies, and user fee adjustments including a 3% rate increase in 2016.
- Approval of the 2016 Operating Budget will result in Solid Waste Management Services adjusting its total staff complement to 1,108.74 positions for 2016.
- The 2017 and 2018 Plan increases of $4.678 million and $2.969 million respectively are attributable to salary and benefit adjustments, Utility Bill production costs, contributing to the vehicle reserve and the final phase of harmonized rates for ABCDs and Schools.

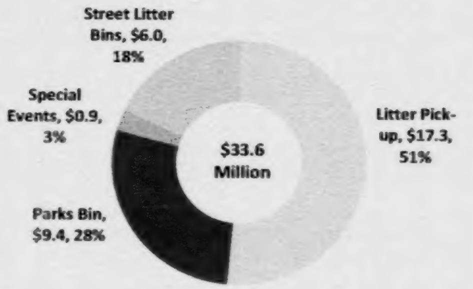
City Beautification


City Beautification
Litter Pick-up
Special Events
Parks Bin
Street Litter Bins

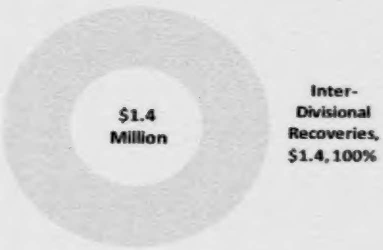
What we do

- Provide collection services within the public realm to all residents and visitors city-wide to support a clean city. The core activities include:
- Collection of litter;
- Collection of Parks litter and recycling bins;
- Collection of garbage and recycling bins within the road allowance;
- Collection of Special Events recycling and litter.

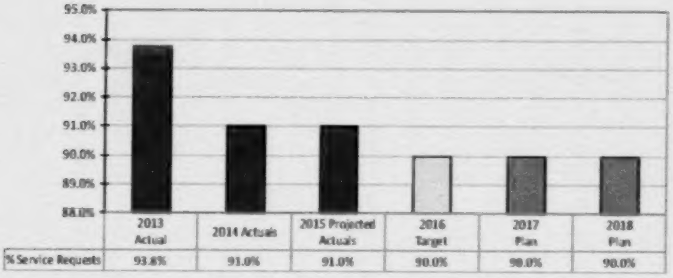
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Litter Related Service Requests Completed within Service Standard



- Downward trend since 2012.
- Challenges in 2014 due to staffing shortages,
- Increase in number of litter bins.

2016 Service Levels

City Beautification

Activity	Sub-Activity/Type	Status	Approved Service Levels			
			2013	2014	2015	2016
Litter Pick-up	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Litter Pick-up	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Parks Bin	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Parks Bin	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Residual Waste	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Street Litter Bins	Single Stream Recycling	Approved	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk	1x - 7x/wk
Special Events	Residual Waste	Approved	On Demand	On Demand	On Demand	On Demand
Special Events	Single Stream Recycling	Approved	On Demand	On Demand	On Demand	On Demand
Special Events	Organics	Approved	On Demand	On Demand	On Demand	On Demand

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for activities carried out by City Beautification.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New / Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Litter Pick-up	18,103.0	17,598.3	(290.4)	17,307.9	(795.1)	(4.4%)		**17,307.9**	(795.1)	(4.4%)	355.9	2.1%	165.4	0.9%
Parks Bin	9,041.1	9,520.8	(157.1)	9,363.6	322.5	3.6%		**9,363.6**	322.5	3.6%	914.3	9.8%	389.4	3.8%
Special Events	971.3	952.8	(15.7)	937.1	(34.2)	(3.5%)		**937.1**	(34.2)	(3.5%)	1.4	0.2%	1.1	0.1%
Street Litter Bins	5,431.2	6,141.6	(101.4)	6,040.2	609.0	11.2%		**6,040.2**	609.0	11.2%	64.2	1.1%	60.0	1.0%
Total Gross Exp.	33,546.7	34,213.5	(564.7)	33,648.9	102.2	0.3%		**33,648.9**	102.2	0.3%	1,335.9	4.0%	615.9	1.7%
REVENUE														
Litter Pick-up						-				-				-
Parks Bin						-				-				-
Special Events						-				-				-
Street Litter Bins	1,354.8	1,354.8		1,354.8				**1,354.8**						
Total Revenues	1,354.8	1,354.8		1,354.8				**1,354.8**						
NET EXP.														
Litter Pick-up	18,103.0	17,598.3	(290.4)	17,307.9	(795.1)	(4.4%)		**17,307.9**	(795.1)	(4.4%)	355.9	2.1%	165.4	0.9%
Parks Bin	9,041.1	9,520.8	(157.1)	9,363.6	322.5	3.6%		**9,363.6**	322.5	3.6%	914.3	9.8%	389.4	3.8%
Special Events	971.3	952.8	(15.7)	937.1	(34.2)	(3.5%)		**937.1**	(34.2)	(3.5%)	1.4	0.2%	1.1	0.1%
Street Litter Bins	4,076.4	4,786.8	(101.4)	4,685.4	609.0	14.9%		**4,685.4**	609.0	14.9%	64.2	1.4%	60.0	1.3%
Total Net Exp.	32,191.8	32,858.7	(564.7)	32,294.0	102.2	0.3%		**32,294.0**	102.2	0.3%	1,335.9	4.1%	615.9	1.8%
Approved Positions	280.3	294.1	(1.7)	292.4	12.1	4.3%		**292.4**	12.1	4.3%		0.0%		

The ***City Beautification Service*** promotes and supports a clean and beautiful city by providing collection services within the public realm to all residents and visitors city-wide. This is done by collection of litter, collection of garbage and recycling in Parks and from street bins within the road allowance. This service also provides recycling and litter collection at special events.

The 2016 Operating Budget for City Beautification of $33.649 million gross and $32.294 million net is $0.102 million or 0.3% above the 2015 Approved Net Budget.

- Aside from base budget pressures common across all services, base pressures totaling $1.952 million in the City Beautification service are primarily due to various salary adjustments of $1.450 million, including progression pay and step increases and aligning salaries and benefits to actual expenditures.
- The 2016 Operating Budget for the City Beautification service also includes reversal of 2015 funding of $0.100 million net for additional litter collection due to the 2015 Pan Am Games.

In order to offset the above net expenditure pressures, the 2016 service changes for City Beautification consist of base budget savings of $1.213 million and service efficiency savings of $0.565 million, as detailed below:

Base Budget *(savings of $1.213 million gross and net)*

- Expenditures of $0.013 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Further savings of $1.200 million will realized as a result of reducing the contribution to the vehicle reserve based on asset lifecycle planning.

Service Efficiency (savings of $0.565 million gross and net)

- Expenditures of $0.112 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Further salary savings of $0.453 million have been realized as a result of increasing gapping based on actual experience.

Solid Waste Collection & Transfer

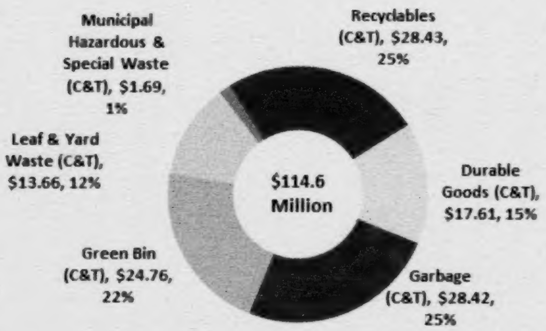
Solid Waste Collection & Transfer

- Garbage (C&T)
- Green Bin (C&T)
- Durable Goods (C&T)
- Leaf & Yard Waste (C&T)
- MHSW (C&T)
- Recyclables (C&T)

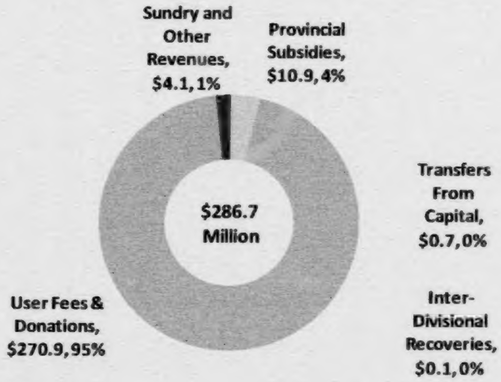
What we do

- Provide effective and efficient solid waste collection services to residents, businesses, visitors and ABCDs of the City of Toronto. The core activities include collection and transferring the following materials to our Transfer Stations:
- Green Bin Organics;
- Garbage;
- Recycling;
- Leaf & Yard Waste;
- Bulky Goods (includes furniture, electronics and white goods/metal materials); and,
- Municipal Hazardous & Special Waste (MHSW).

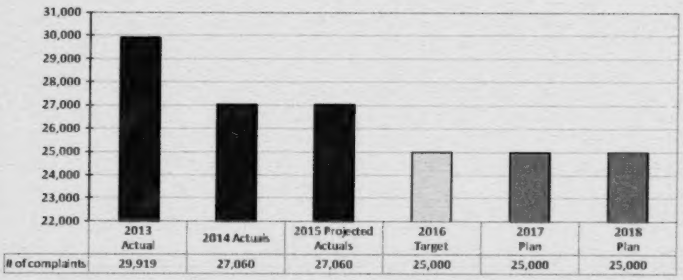
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number of complaints per year



	2013 Actual	2014 Actuals	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
# of complaints	29,919	27,060	27,060	25,000	25,000	25,000

- Projections for the # of complaints decreased by 9.5% in 2014, with 2015 projected to be stable.
- The expectation for 2016 is 25,000 complaints or a drop of 7.6%. This rate is affected by both in-house staff and contracted collection services.

2016 Service Levels

Solid Waste Collection & Transfer

Activity	Sub-Activity/Type	Status	Approved Service Levels			
			2013	2014	2015	2016
Garbage (C&T)	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Garbage (C&T)	Multi Residential		2x /wk	2x /wk	1x - 2x /wk	1x - 2x /wk
Garbage (C&T)	Commercial	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
Green Bin (C&T)	Single Residential	Approved	1x /wk	1x /wk	1x /wk	1x /wk
Green Bin (C&T)	Multi Residential	Approved	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)	1x /wk (where provided)
Green Bin (C&T)	Commercial	Approved	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk	1x - 6x /wk
Durable Goods (C&T)	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Durable Goods (C&T)	Multi Residential		On Demand	On Demand	1x /wk	1x /wk
Leaf & Yard Waste (C&T)		Approved	1x /2wks (seasonal)	1x /2wks (seasonal)	1x /2wks (seasonal)	1x /2wks (seasonal)
Municipal Hazardous & Special Waste (C&T)	Single Residential	Approved	On Demand	On Demand	On Demand	On Demand
Municipal Hazardous & Special Waste (C&T)	Multi Residential	Approved	On Demand	On Demand	On Demand	On Demand
Recyclables	Single Residential	Approved	1x /2wks	1x /2wks	1x /2wks	1x /2wks
Recyclables	Multi Residential	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk
Recyclables	Commercial	Approved	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk	1x - 2x /wk

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for activities carried out by Collection & Transfer.

Table 3
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New / Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Durable Goods (C&T)	17,034.2	17,810.3	(205.2)	17,605.1	570.9	3.4%		**17,605.1**	570.9	3.4%	92.9	0.5%	73.5	0.4%
Garbage (C&T)	29,138.6	28,750.5	(331.2)	28,419.3	(719.2)	(2.5%)		**28,419.3**	(719.2)	(2.5%)	2,051.4	7.2%	915.6	3.0%
Green Bin (C&T)	25,070.3	25,050.0	(288.6)	24,761.4	(308.9)	(1.2%)		**24,761.4**	(308.9)	(1.2%)	163.5	0.7%	132.9	0.5%
Leaf & Yard Waste (C&T)	13,690.7	13,821.2	(159.2)	13,662.0	(28.7)	(0.2%)		**13,662.0**	(28.7)	(0.2%)	83.7	0.6%	67.0	0.5%
Municipal Hazardous & Special (C&T)	1,787.4	1,712.2	(19.7)	1,692.5	(94.9)	(5.3%)		**1,692.5**	(94.9)	(5.3%)	13.5	0.8%	11.3	0.7%
Recyclables (C&T)	28,729.8	28,757.7	(331.3)	28,426.4	(303.3)	(1.1%)		**28,426.4**	(303.3)	(1.1%)	1,743.0	6.1%	778.1	2.6%
Total Gross Exp.	115,451.0	115,901.9	(1,335.1)	114,566.8	(884.2)	(0.8%)		**114,566.8**	(884.2)	(0.8%)	4,148.0	3.6%	1,978.5	1.6%
REVENUE														
Durable Goods (C&T)										-		-		-
Garbage (C&T)						-				-		-		-
Green Bin (C&T)						-				-		-		-
Leaf & Yard Waste (C&T)	262,854.5	275,059.5		275,059.5	12,205.0	4.6%		**275,059.5**	12,205.0	4.6%	612.4	0.2%		
Municipal Hazardous & Special (C&T)	254.4	700.1		700.1	445.7	175.2%		**700.1**	445.7	175.2%		0.0%		
Recyclables (C&T)	11,159.6	10,894.8		10,894.8	(264.8)	(2.4%)		**10,894.8**	(264.8)	(2.4%)		0.0%		
Total Revenues	274,268.5	286,654.4		286,654.4	12,385.9	4.5%		**286,654.4**	12,385.9	4.5%	612.4			
NET EXP.														
Durable Goods (C&T)	17,034.2	17,810.3	(205.2)	17,605.1	570.9	3.4%		**17,605.1**	570.9	3.4%	92.9	0.5%	73.5	0.4%
Garbage (C&T)	29,138.6	28,750.5	(331.2)	28,419.3	(719.2)	(2.5%)		**28,419.3**	(719.2)	(2.5%)	2,051.4	7.2%	915.6	3.0%
Green Bin (C&T)	25,070.3	25,050.0	(288.6)	24,761.4	(308.9)	(1.2%)		**24,761.4**	(308.9)	(1.2%)	163.5	0.7%	132.9	0.5%
Leaf & Yard Waste (C&T)	(249,163.8)	(261,238.3)	(159.2)	(261,397.5)	(12,233.7)	4.9%		**(261,397.5)**	(12,233.7)	4.9%	(528.7)	0.2%	67.0	(0.0%)
Municipal Hazardous & Special (C&T)	1,533.0	1,012.2	(19.7)	992.4	(540.6)	(35.3%)		**992.4**	(540.6)	(35.3%)	13.5	1.4%	11.3	1.1%
Recyclables (C&T)	17,570.2	17,862.9	(331.3)	17,531.6	(38.5)	(0.2%)		**17,531.6**	(38.5)	(0.2%)	1,743.0	9.9%	778.1	4.0%
Total Net Exp.	(158,817.5)	(170,752.5)	(1,335.1)	(172,087.6)	(13,270.1)	8.4%		**(172,087.6)**	(13,270.1)	8.4%	3,535.6	-2.1%	1,978.5	(1.2%)
Approved Positions	477.4	465.2	(6.1)	459.1	(18.3)	(3.8%)		**459.1**	(18.3)	(3.8%)		0.0%		

The ***Solid Waste Collection & Transfer Service*** provides for effective and efficient collection to residents, businesses, visitors and City of Toronto, agencies, boards, commissions and divisions (ABCDs). The 2016 Operating Budget for Solid Waste Collection & Transfer of $114.567 million gross and $172.089 million net revenue is $13.270 million or 8.4% under the 2015 Approved Net Budget.

- Base budget pressures are primarily due expenditures for debt servicing and reserve fund contributions resulting in a pressure of $4.655 million. Contracted services also reflect price and volume increases of $0.903 million.
- The 2016 Operating Budget includes net revenue of $0.634 million due to the 2016 phase-in of ABCD and School rate harmonization as well as $1.433 million resulting from increased compliance of the Yellow Bag program.

In order to offset the above net expenditure pressures, the 2016 service changes consist of base budget savings of $13.369 million and service efficiency savings of $1.439 million, as detailed below:

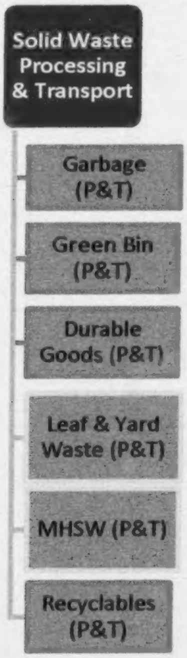
Base Budget *(savings of $13.369 million gross and net)*

- Expenditures of $0.152million have been reduced based on a review of recent spending and future requirements. Further savings of $3.508 million are a result of reducing the contribution to the vehicle reserve based on asset lifecycle planning.
- User fee rate increases of 3% or $8.000 million for 2016 provide sustainable short and long term funding. Other user fee adjustments will result in net revenue of $1.709 million.

Service Efficiency (savings of $1.335 million gross and net)

- Expenditures of $0.577 million have been reduced based on a review of recent spending and future requirements and $0.483 million for Collection Efficiencies in 2016. Further salary savings of $0.758 million are a result of increasing gapping based on actual experience.

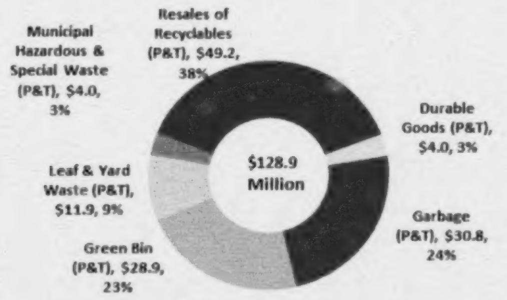
Solid Waste Processing & Transport


Solid Waste Processing & Transport
Garbage (P&T)
Green Bin (P&T)
Durable Goods (P&T)
Leaf & Yard Waste (P&T)
MHSW (P&T)
Recyclables (P&T)

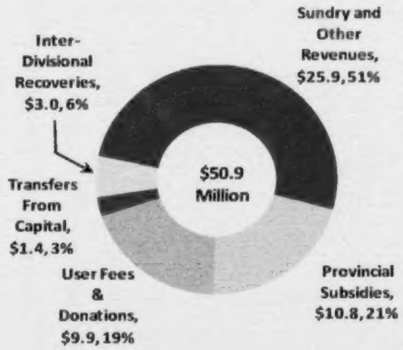
What we do

- Provide effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting the following materials:
- Green Bin Organics;
- Garbage;
- Recycling;
- Leaf & Yard Waste;
- Bulky Goods (includes furniture, electronics and white goods/metal materials);
- Municipal Hazardous & Special Waste (MHSW); and,
- In addition to processing and transport, revenue generation from sale of recyclable materials.

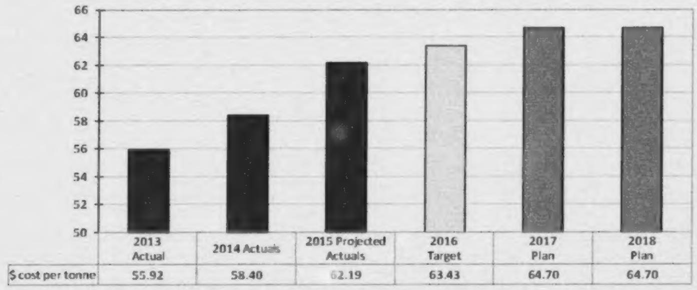
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Processing & Transfer Cost Per Tonne Managed



	2013 Actual	2014 Actuals	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
$ cost per tonne	55.92	58.40	62.19	63.43	64.70	64.70

- Trending up from 2015 through 2017 due to higher processing costs for Single Stream Recycling.
- By 2017 the cost is expected to stabilize at 4% higher than 2015.

2016 Service Levels

Solid Waste Processing & Transport

Activity	Sub-Activity/Type	Status	Approved Service Levels			
			2013	2014	2015	2016
Residual Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Organics (SSO)		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Durable Goods		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Leaf & Yard Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Municipal Hazardous & Special Waste		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Resale of Recyclables		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for activities carried out by Processing & Transport.

Table 4
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New / Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Durable Goods (P&T)	2,389.2	4,043.7	(16.6)	4,027.1	1,638.0	68.6%		**4,027.1**	1,638.0	68.6%	12.4	0.3%	9.8	0.2%
Garbage (P&T)	28,994.7	30,951.1	(126.9)	30,824.2	1,829.4	6.3%		**30,824.2**	1,829.4	6.3%	70.8	0.2%	51.6	0.2%
Green Bin (P&T)	29,107.1	29,059.7	(119.2)	28,940.6	(166.6)	(0.6%)		**28,940.6**	(166.6)	(0.6%)	65.4	0.2%	47.4	0.2%
Leaf & Yard Waste (P&T)	11,422.4	11,940.2	(49.0)	11,891.2	468.8	4.1%		**11,891.2**	468.8	4.1%	31.3	0.3%	23.9	0.2%
Municipal Hazardous & Special (P&T)	3,626.4	4,057.3	(16.6)	4,040.7	414.2	11.4%		**4,040.7**	414.2	11.4%	25.3	0.6%	21.8	0.5%
Resales of Recyclables (P&T)	44,932.9	49,367.0	(202.5)	49,164.5	4,231.6	9.4%		**49,164.5**	4,231.6	9.4%	95.3	0.2%	61.7	0.1%
Total Gross Exp.	120,472.8	129,419.1	(530.8)	128,888.3	8,415.5	7.0%		**128,888.3**	8,415.5	7.0%	300.4	0.2%	216.2	0.2%
REVENUE														
Durable Goods (P&T)	722.4	1,121.4		1,121.4	399.0	55.2%		**1,121.4**	399.0	55.2%		0.0%		
Garbage (P&T)	10,952.0	12,929.1		12,929.1	1,977.2	18.1%		**12,929.1**	1,977.2	18.1%	372.0	2.9%		
Green Bin (P&T)	123.5	120.7		120.7	(2.8)	(2.3%)		**120.7**	(2.8)	(2.3%)		0.0%		
Leaf & Yard Waste (P&T)	500.8	633.2		633.2	132.4	26.4%		**633.2**	132.4	26.4%	17.7	2.8%		
Municipal Hazardous & Special (P&T)	1,538.8	1,976.4		1,976.4	437.5	28.4%		**1,976.4**	437.5	28.4%		0.0%		
Resales of Recyclables (P&T)	33,555.2	34,150.2		34,150.2	595.0	1.8%		**34,150.2**	595.0	1.8%	17.9	0.1%		
Total Revenues	47,392.7	50,931.0		50,931.0	3,538.3	7.5%		**50,931.0**	3,538.3	7.5%	407.6			
NET EXP.														
Durable Goods (P&T)	1,666.7	2,922.3	(16.6)	2,905.7	1,239.0	74.3%		**2,905.7**	1,239.0	74.3%	12.4	0.4%	9.8	0.3%
Garbage (P&T)	18,042.8	18,022.0	(126.9)	17,895.0	(147.7)	(0.8%)		**17,895.0**	(147.7)	(0.8%)	(301.2)	-1.7%	51.6	0.3%
Green Bin (P&T)	28,983.6	28,939.1	(119.2)	28,819.9	(163.7)	(0.6%)		**28,819.9**	(163.7)	(0.6%)	65.4	0.2%	47.4	0.2%
Leaf & Yard Waste (P&T)	10,921.6	11,307.0	(49.0)	11,258.1	336.4	3.1%		**11,258.1**	336.4	3.1%	13.6	0.1%	23.9	0.2%
Municipal Hazardous & Special (P&T)	2,087.6	2,081.0	(16.6)	2,064.3	(23.3)	(1.1%)		**2,064.3**	(23.3)	(1.1%)	25.3	1.2%	21.8	1.0%
Resales of Recyclables (P&T)	11,377.7	15,216.8	(202.5)	15,014.3	3,636.6	32.0%		**15,014.3**	3,636.6	32.0%	77.5	0.5%	61.7	0.4%
Total Net Exp.	73,080.1	78,488.0	(530.8)	77,957.2	4,877.2	6.7%		**77,957.2**	4,877.2	6.7%	(107.2)	-0.1%	216.2	0.3%
Approved Positions	299.0	304.8	(0.1)	304.7	5.7	1.9%		**304.7**	5.7	1.9%		0.0%		

The ***Solid Waste Processing & Transport Service*** provides effective and environmentally safe processing and transport services for the City of Toronto's solid waste. The service's activities include processing and transporting Green Bin Organics, garbage, recycling, leaf & yard waste, durable goods (includes furniture, electronics and white goods/metal materials) and MHSW. This service also provides revenue from sale of recyclable materials.

The 2016 Operating Budget for Solid Waste Processing & Transport of $128.888 million gross and $77.957 million net is $4.877 million or 6.7% over the 2015 Approved Net Budget.

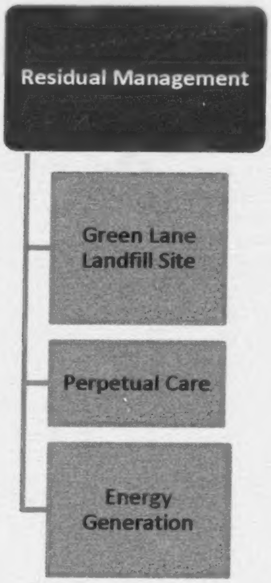
- Base budget pressures of $5.354 million in the Processing & Transport service are primarily due to contracted processing services costs reflecting price and volume increases of $2.746 million, as well as support of Green Lane landfill operations incurred a further pressure of $0.618 million.
- The 2016 Operating Budget for the Processing & Transport service includes additional net revenue of $0.643 million due to the 2016 phase-in of ABCD and School rate harmonization as well as $1.217 million from the projected sale of recyclable materials.

In order to offset the above net expenditure pressures, the 2016 service changes for Processing & Transport mainly consist of service efficiency savings of $0.628 million, as detailed below:

Service Efficiency (savings of $0.530 million gross and net)

- Expenditures of $0.013 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Further salary savings of $0.517 million have been realized as a result of increasing gapping based on actual experience.

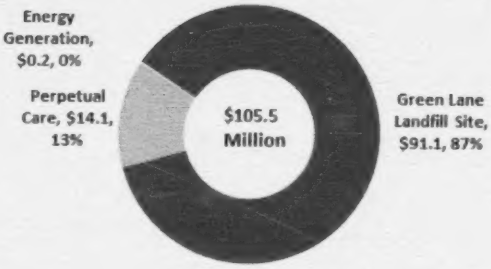
Residual Management



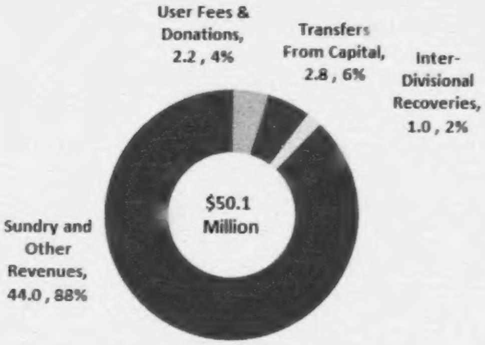
What we do

- Provide effective, efficient and environmentally sound management of residual waste. Residual Management's core activities include:
- Operating the Green Lane landfill site;
- Energy Generation from landfill gas and biogas;
- Perpetual Care of closed landfill sites.

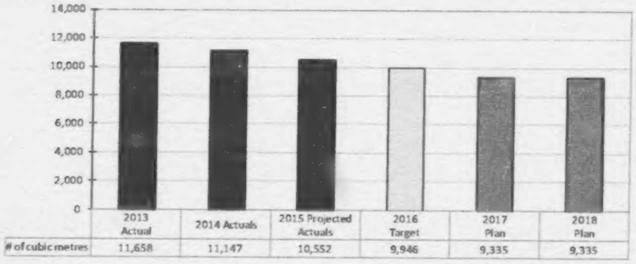
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Green Lane Landfill Volume Remaining



	2013 Actual	2014 Actuals	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
# of cubic metres	11,658	11,147	10,552	9,946	9,335	9,335

- Steadily decreasing remaining volume according to rate of annual waste fill.
- Tonnages have are changing due to lower private tonnes received being offset by expected slight increase in City tonnages.

2016 Service Levels

Solid Waste Residual Management

Activity	Sub-Activity/Type	Status	Approved Service Levels			
			2013	2014	2015	2016
Green Lane Landfill Site		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Perpetual Care		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval
Energy Generation		Approved	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval	In compliance with Certificate of Approval

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for activities carried out by Residual Management.

Table 5
2016 Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New / Enhanced	2016 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Energy Generation	244.8	244.2	(0.2)	244.0	(0.8)	(0.3%)		244.0	(0.8)	(0.3%)	1.5	0.6%	1.3	0.5%
Green Lane Landfill Site	82,430.9	91,204.4	(69.4)	91,135.0	8,704.2	10.6%		91,135.0	8,704.2	10.6%	141.5	0.2%	86.5	0.1%
Perpetual Care	12,398.8	14,110.9	(10.7)	14,100.2	1,701.4	13.7%		14,100.2	1,701.4	13.7%	99.4	0.7%	59.5	0.4%
Total Gross Exp.	95,074.5	105,559.5	(80.3)	105,479.2	10,404.7	10.9%		105,479.2	10,404.7	10.9%	242.4	0.2%	147.2	0.1%
REVENUE														
Energy Generation	870.0	1,260.3		1,260.3	390.3	44.9%		1,260.3	390.3	44.9%		0.0%		
Green Lane Landfill Site	44,585.9	46,410.3		46,410.3	1,824.4	4.1%		46,410.3	1,824.4	4.1%	100.4	0.2%		
Perpetual Care	2,313.2	2,397.6		2,397.6	84.4	3.6%		2,397.6	84.4	3.6%		0.0%		
Total Revenues	47,769.1	50,068.2		50,068.2	2,299.1	4.8%		50,068.2	2,299.1	4.8%	100.4			
NET EXP.														
Energy Generation	(625.2)	(1,016.1)	(0.2)	(1,016.3)	(391.1)	62.6%		(1,016.3)	(391.1)	62.6%	1.5	0.1%	1.3	(0.1%)
Green Lane Landfill Site	37,845.0	44,794.1	(69.4)	44,724.7	6,879.8	18.2%		44,724.7	6,879.8	18.2%	41.1	0.1%	86.5	0.2%
Perpetual Care	10,085.6	11,713.3	(10.7)	11,702.5	1,616.9	16.0%		11,702.5	1,616.9	16.0%	99.4	0.8%	59.5	0.5%
Total Net Exp.	47,305.4	55,491.3	(80.3)	55,411.0	8,105.6	17.1%		55,411.0	8,105.6	17.1%	142.0	0.3%	147.2	0.3%
Approved Positions	39.9	39.9	(0.0)	39.9				39.9				0.0%		

The ***Residual Management Service*** provides effective, efficient and environmentally sound management of residual waste. Residual Management's core activities include operating the Green Lane landfill site including engineering, monitoring, development and maintenance of waste cells. The service is also proceeding with development of Energy Generation Facilities to utilize landfill gas and biogas and continues to provide Perpetual Care of closed landfill sites including site and systems maintenance.

The 2016 Operating Budget for Residual Management of $105.479 million gross and $55.411 million net is $8.106 million or 17.1% over the 2015 Approved Net Budget.

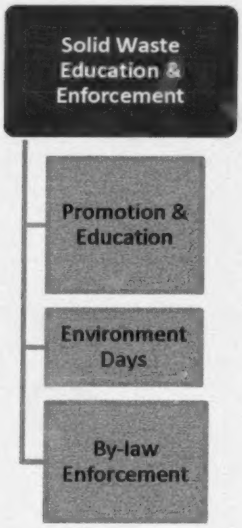
- Base budget pressures of $8.338 million for the Residual Management service are primarily due to expenditures for debt servicing and reserve fund contributions of $4.736 million and City payments for waste tonnage going to Green Lane landfill operations of $4.144 million.
- The 2016 Operating Budget for the for Residual Management service includes additional net revenue of $0.422 million due to increased recoveries from capital as well as $0.100 million from the projected sale of Clean Fill.

In order to offset the above net expenditure pressures, the 2016 service changes for Residual Management consist of base and service efficiency savings of $0.262 million net, as detailed below:

Base and Service Efficiency (savings of $0.165 million gross and $0.262 million net)

- Expenditures of $0.089 million have been reduced based on a line by line review of recent spending and considering future requirements including vehicle reserve contributions and Waste Management reserve funding.
- Further salary savings of $0.076 million have been realized as a result of increasing gapping based on actual experience.
- Combined net revenue of $0.097 million results from the 2016 rate increase of 3% and miscellaneous user fee adjustments.

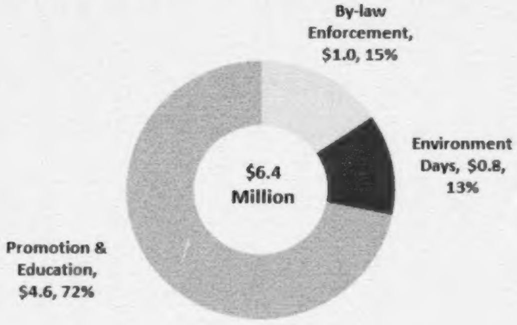
Solid Waste Education & Enforcement



What we do

- Effectively communicate to the residents, businesses, visitors and Agencies and Corporations on how to participate in the City's waste management programs and to encourage diversion. The core activities include:
- By-Law Enforcement;
- Community Environment Days;
- Promotion and Education.

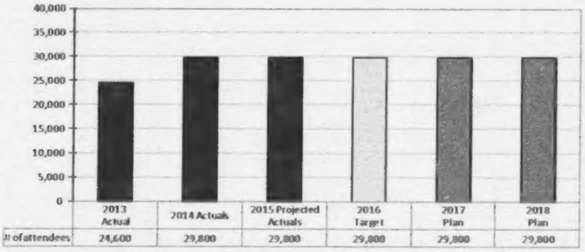
2016 Service Budget by Activity ($Ms)



Service by Funding Source

Funding within this service is $.001 million; the bulk of offset funding from user fees is carried by other services within SWMS.

Number of attendees to all environment days



	2013 Actual	2014 Actuals	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
# of attendees	24,600	29,800	29,800	29,800	29,800	29,800

- In 2014, the # of attendees is increased by 21% to 29,800.
- This level of participation is expected to remain stable through 2018. The number of Environment Days increased to 45 in 2015 with an additional event planned.

2016 Service Levels
Solid Waste Education & Enforcement

Activity	Sub-Activity/Type	Status	Approved Service Levels			
			2013	2014	2015	2016
Promotion & Education	Calendars	Approved	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months	Issue calendars to 100% of the households within 3 months
Promotion & Education	Website	Approved	80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program	80% of information content updated in advance of a change to a program
Promotion & Education	Advertised Campaign	Approved	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
Promotion & Education	Printed Material	Approved	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign	100% on schedule/ on budget for each campaign
Promotion & Education	3R Ambassadors	Approved	170 volunteers recruited	170 volunteers recruited	400 volunteers recruited	400 volunteers recruited
Environment Days	Household Hazardous Waste	Approved	44 events	44 events	44-45 events	44-45 events
Environment Days	Electronic Waste	Approved	44 events	44 events	44-45 events	44-45 events
Environment Days	Re-Use/Donations	Approved	44 events	44 events	44-45 events	44-45 events
By-law Enforcement (SW)	By-Law Amendment	Approved	Annually or as required	Annually or as required	Annually or as required	Annually or as required
By-law Enforcement (SW)	By-Law Complaints	Approved	Enforcement as required	Enforcement as required	Enforcement as required	Enforcement as required
By-law Enforcement (SW)	Proactive By-Law Enforcement	Approved	Daily	Daily	Daily	Daily

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for activities carried out by Education & Enforcement.

Table 6
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New / Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
By-law Enforcement	959.4	994.2	(4.0)	990.2	30.8	3.2%		**990.2**	30.8	3.2%	(34.0)	-3.4%	2.9	0.3%
Environment Days	790.3	816.7	(3.3)	813.4	23.2	2.9%		**813.4**	23.2	2.9%	(29.9)	-3.7%	0.4	0.1%
Promotion & Education	4,490.5	4,641.3	(18.6)	4,622.7	132.2	2.9%		**4,622.7**	132.2	2.9%	(164.8)	-3.6%	7.4	0.2%
Total Gross Exp.	6,240.2	6,452.1	(25.8)	6,426.3	186.1	3.0%		**6,426.3**	186.1	3.0%	(228.6)	-3.6%	10.7	0.2%
REVENUE														
By-law Enforcement						-				-		-		-
Environment Days		1.0		1.0	1.0	-		**1.0**	1.0	-		0.0%		
Promotion & Education						-				-		-		-
Total Revenues		1.0		1.0	1.0	-		**1.0**	1.0	-				
NET EXP.														
By-law Enforcement	959.4	994.2	(4.0)	990.2	30.8	3.2%		**990.2**	30.8	3.2%	(34.0)	-3.4%	2.9	0.3%
Environment Days	790.3	815.7	(3.3)	812.4	22.2	2.8%		**812.4**	22.2	2.8%	(29.9)	-3.7%	0.4	0.1%
Promotion & Education	4,490.5	4,641.3	(18.6)	4,622.7	132.2	2.9%		**4,622.7**	132.2	2.9%	(164.8)	-3.6%	7.4	0.2%
Total Net Exp.	6,240.2	6,451.1	(25.8)	6,425.3	185.1	3.0%		**6,425.3**	185.1	3.0%	(228.6)	-3.6%	10.7	0.2%
Approved Positions	12.5	12.8	(0.2)	12.7	0.2	1.3%		**12.7**	0.2	1.3%		0.0%		

The ***Solid Waste Education & Enforcement Service*** provides effective communications to the residents, business, visitors and Agencies and Corporations on how to participate in the City's waste management programs and encourages diversion. This is achieved through rigorous By-Law Enforcement, sponsoring Community Environment Days and promotion and education about waste diversion principles and practices.

The 2016 Operating Base Budget for Solid Waste Education & Enforcement of $6.426 million gross and $6.425 million net is $0.185 million or 3% over the 2015 Approved Net Budget.

- Base budget pressures for Education & Enforcement are primarily due to the distribution of expenditures for debt servicing and reserve fund contributions and result in a pressure of $0.365 million.

In order to offset the above net expenditure pressures, the 2016 service changes for Education & Enforcement consist of base and service efficiency savings of $0.318 million net, as detailed below:

Base and Service Efficiency (savings of $0.317 million gross and $0.318 million net)

- Expenditures of $0.291 million have been reduced based on a line by line review of recent spending and considering future requirements.
- Service Efficiency savings of $0.034 million include increased salary gapping and a reduction to reserve fund contributions.

Solid Waste Management Services

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Solid Waste Management Services (SWMS) is responsible for maintaining infrastructure valued at $569 million excluding landfills, comprised of 7 transfer stations, 2 organics processing facilities, 5 collection yards and approximately of 1.6 million organics, recycling and waste bins. Landfills include the active Green Lane Landfill and 160 closed landfills.

The 2016-2025 Capital Plan totaling $1.048 billion focuses on funding major diversion facilities to advance the City's goal of 70% Waste Diversion by investing in facilities and systems necessary to achieve this target as well as to continue Collection Yard and Transfer Station Asset Management and Perpetual Care of closed landfills. The year 2025 includes a preliminary estimate of $404.6 million for funding to implement the Long Term Waste Management Strategy (Waste Strategy), which will include recommendations to reduce, reuse, recycle and recover and dispose of the City's waste over the next 30 to 50 years. These funding estimates will be revised as part of the 2017 Budget process following Council's approval of the Waste Strategy.

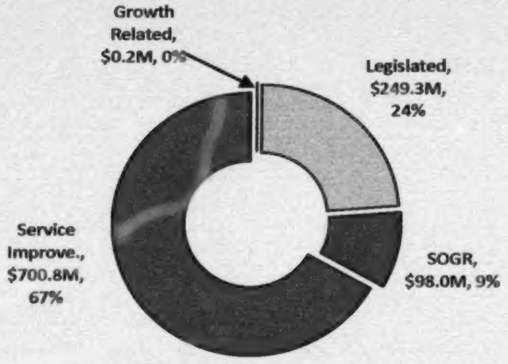
2016 Capital Budget Highlights

The 2016 Capital Budget for SWMS of $89.167 million, excluding carry forward funding, will:

- ✓ Continue improving Diversion Systems with multi-unit organics & recycling containers and single family next generation Green Bin organics containers & waste / recycling containers ($14.2 million);
- ✓ Continue building organics processing capacity at the Dufferin & Disco facilities ($19 million);
- ✓ Continue improving and maintaining Transfer Stations and Collection Yards and Diversion Facilities ($20.3 million);
- ✓ Continue developing the Green Lane Landfill ($14 million) with Gas Utilization projects ($3.8 million) and providing perpetual care of closed landfills ($9.4 million);
- ✓ Begin implementation of approved Waste Strategy options ($2.9 million).

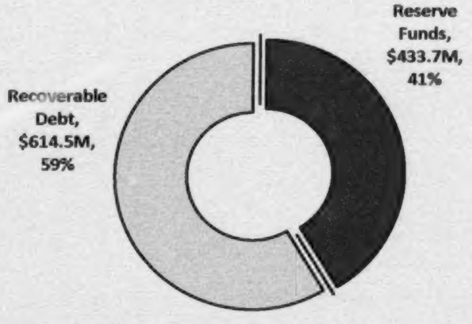
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$1.048 Billion

2016-2025 Capital Budget and Plan by Funding Source



$1.048 Billion

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $1.048 billion provides funding to address waste diversion and recycling, including:

- Service Improvement projects that include the expansion of the Green Bin organics program to include apartments and condominiums, life-cycle replacement of all bins as well as building additional organics processing capacity.
- Legislated projects include ongoing development of the Green Lane Landfill and perpetual care of closed landfills, as well as strategic studies and investments in facilities and technologies as determined by the Waste Strategy.
- State of Good Repair (SOGR) projects including improving and maintaining transfer station, collection yard and diversion facilities capacity and effectiveness.

Where does the money come from?

The 10-Year Capital Plan is funded by two major sources:

- Recoverable debt funding of $614.475 million comprises 58.6% of SWMS 10-year capital funding. The City initially funds this debt; SWMS then repays the debt servicing costs over its term through the collection of user fees in their Operating Budget.
- Capital financing of $433.696 million or 41.4% will be provided primarily from the Waste Management Reserve Fund, with annual contributions to the reserve generated from user fee (rate) revenue in the Operating Budget.

State of Good Repair Backlog

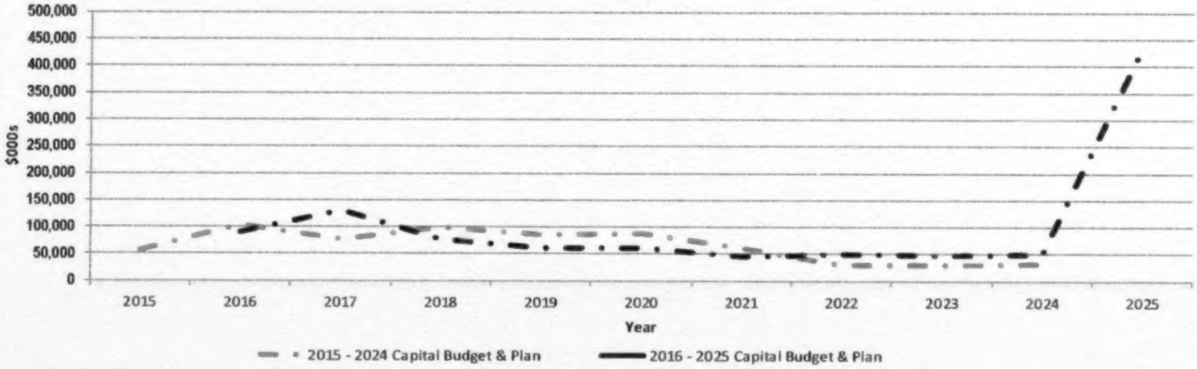
The Solid Waste Management Program does not currently have a backlog of State of Good Repair (SOGR). The funding allocated in the 10-Year Capital Plan for SWMS for SOGR projects for 2016 and future years is deemed appropriate to maintain the assets in a state of good repair. The Program is undertaking an asset condition assessment and will report any changes to their SOGR backlog during future Capital Budget processes.

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $388.286 million in capital funding from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $388.286 million or 58.8% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	56,054	103,277	75,843	100,144	85,269	86,897	61,838	30,455	29,289	30,819		659,885
2016 - 2025 Capital Budget & Plan		89,167	130,768	76,535	61,958	60,579	44,614	48,783	47,011	50,501	438,255	1,048,171
Change %		(13.7%)	72.4%	(23.6%)	(27.3%)	(30.3%)	(27.9%)	60.2%	60.5%	63.9%		58.8%
Change $		(14,110)	54,925	(23,609)	(23,311)	(26,318)	(17,224)	18,328	17,722	19,682		388,286

As made evident in the chart above, the $388.286 million increase in the Capital Program reflects changes made to 2017 and 2025. In 2017 there is additional funding for the Dufferin organics processing facility expansion and a preliminary estimate for the implementation of the Waste Strategy have been added in 2025.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically over the nine common years of the Capital Plans (2016 – 2024) total $6.086 million and arise from the reprioritization of Solid Waste Management Services' capital projects based on the following factors:

- A requirement to invest in Transfer Station Asset Management in the short term to ensure facilities are maintained in a state of good repair.
- Additional cost for the Dufferin organics processing facility as well as a revised project schedule.
- On-going revision to the estimates for the Waste Strategy with the majority of funding being moved to the year 2025.

The following table provides details by project category within the 2016 – 2025 Capital Budget and Plan for SWMS:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date *	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Perpetual Care of Landfills	*	9,249	9,942	8,425	8,144	8,064	8,165	8,272	8,731	8,731	8,731	**86,454**	
Landfill Development	*	14,198	17,617	19,073	16,584	19,282	14,950	16,674	14,815	14,815	14,815	**162,823**	
Sub-Total		**23,447**	**27,559**	**27,498**	**24,728**	**27,346**	**23,115**	**24,946**	**23,546**	**23,546**	**23,546**	**249,277**	
State of Good Repair													
Transfer Stn Asset Mgmt	*	16,167	11,966	18,547	6,855	5,205	3,290	4,365	4,365	6,855	4,000	**81,615**	
Collection Yard Asset Mgmt	*	200	200	200	200	200	200	200	200	200	200	**2,000**	
Diversion Facilities Asset Mgmt	*	1,352	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	**14,352**	
Sub-Total		**17,719**	**13,166**	**20,247**	**8,555**	**6,905**	**4,990**	**6,065**	**6,065**	**8,555**	**5,700**	**97,967**	
Service Improvements													
Diversion Systems	*	14,200	19,670	2,900	2,900	2,900	2,900	2,900	2,900	2,900	2,900	**57,070**	
Green Lane: Landfill Gas Utilization	20,000	(155)	200	30	9,460	9,460						**18,995**	19,645
Biogas Utilization	12,000	3,276	2,775	490	3,960							**10,501**	11,182
Renewable Natural Gas Fleet Fuel	n/a	500	-									**500**	500
CNG Refuel Station Installations	n/a	1,100										**1,100**	1,100
Dufferin SSRM Facility	4,427	50	50	50								**150**	3,077
Dufferin SSO Facility	54,272	18,000	47,506	7,604	214							**73,324**	74,943
Disco SSO Facility	87,506	1,000	4,405									**5,405**	87,506
Engineering Planning Studies	n/a	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500	**15,000**	15,000
SWM IT Application Initiatives	9,877	2,449	1,934	3,227	434	120	108	372				**8,644**	10,061
IT Corporate Initiatives	8,501	3,037	4,007	2,990	207	348						**10,589**	11,266
Long Term Waste Mgmt Strategy	3,798	2,891	8,000	10,000	10,000	12,000	12,000	13,000	13,000	14,000	404,609	**499,499**	502,407
Sub-Total	**200,382**	**47,850**	**90,045**	**28,790**	**28,675**	**26,328**	**16,508**	**17,772**	**17,400**	**18,400**	**409,009**	**700,777**	**736,688**
Growth Related													
PAAC Site Remediation	*	150										**150**	
Sub-Total		**150**	-									**150**	
Total Expenditures by Category (excluding carry forward)	**200,382**	**89,167**	**130,769**	**76,535**	**61,958**	**60,579**	**44,613**	**48,783**	**47,011**	**50,501**	**438,255**	**1,048,171**	**736,688**

** Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016 and exclude ongoing capital projects (e.g. Perpetual Care or Transfer Station Asset Mgmt)*

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Green Lane - Landfill Gas Utilization							(5,436)		(109)		(5,545)		(6,123)	
Biogas Utilization - Dufferin and Disco SSO			(218)		(1,163)		(1,300)		(1,300)		(3,981)		(8,489)	
Disco SSO Processing Facilities	(43)		(44)		(44)						(131)		(131)	
IT Short Term App Improvements - 2014	117										117		117	
IT Stakeholder-Cust Relation Mgmt-2014							74				74		74	
IT Transfer Station Efficiencies-2014			224		90						314		314	
IT Electronic Doc & Records Mgmt -2015					52						52		52	
IT Work Mgmt System Implementation			86		86		180				352		352	
New Projects - 2016											-			
IT Mobile Assessment & Solution - Change					34						34		34	
IT KPI Reporting and Measuring - Change					209						209		209	
New Projects - Future Years											-			
IT Contract Management -2015							46				46		46	
IT Asset Management Solution (AMS)							117				117		117	
IT Business Systems Integration									117		117		117	
IT SWMS eService Delivery											-		50	
IT Time & Attendance Management Solution							50				50		50	
IT Learning Management Solution (LMS)									50		50		50	
Total (Net)	74		48		(736)		(6,269)		(1,242)		(8,125)		(13,161)	

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $13.161 million net over the 2016 – 2025 period, as shown in the table above.

This is mainly comprised of operating impacts from the following major projects once completed:

- *Green Lane Landfill Gas Utilization* – The City's Green Lane Landfill generates combustible landfill gas and has a system to collect and flare this gas in accordance with the requirements of the permit issued under the Environmental Protection Act. The landfill gas can be utilized as a source of renewable energy to provide an economic benefit to the City.
  - The sale of the upgraded gas will achieve a favourable return on the initial capital investment of $20 million and will generate a revenue stream over a 20 to 30 year period that will help offset the cost of developing and operating the landfill. By 2025, the estimated incremental operating cost of $1.4 million will be offset by estimated revenue of $7.5 million resulting in net operating revenue of $6.1 million.
- *Biogas Utilization* – The City's organics processing facilities at the Dufferin Facility and Disco Road transfer station generate combustible biogas through anaerobic digestion. The biogas can be similarly utilized as a source of renewable energy (electricity or renewable natural gas) to provide an economic benefit to the City.
  - The sale of the renewable energy product will achieve a favourable return on the initial capital investment of $13.8 million and will generate a revenue stream over a 20 year period. By 2025, the estimated incremental net operating revenue is $7 million.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Toronto Building

2016 OPERATING BUDGET OVERVIEW

Toronto Building helps to make the buildings where we live, work, learn and play safe. The Program reviews permit applications, issues permits, and conducts inspections in accordance with Ontario's Building Code, the City of Toronto's zoning by-laws and other legislation. Toronto Building also performs preliminary reviews as part of the City's development approval process, and provides the public with zoning and building code information, and technical advice to City Council, Committees, Programs, and Agencies.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $53.825 million as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change	
			$	%
Gross Expenditures	50,445.3	53,825.4	3,380.1	6.7%
Gross Revenues	61,199.9	64,579.9	3,380.0	5.5%
Net Expenditures	(10,754.5)	(10,754.5)	(0.0)	**0.0%**

Through on-going operational efficiencies and inflationary increases in permit revenue, the Program was able to fully offset an initial gross expenditure pressure of $3.197 million while maintaining the 2016 level of service.

Fast Facts

- By the third quarter of 2015, over 40,000 building permits were issued at a construction value of $6.8 billion.
- By the third quarter of 2015, over 130,000 building inspections were conducted.
- By the third quarter of 2015, over 4,500 building related service requests (complaints) were investigated and over 6,000 preliminary projects were reviewed.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Toronto Building of $53.8 million in gross expenditures provides funding for two services, Building Permission & Information and Building Compliance.
- The Program has achieved the budget target of a 0% increase from the 2015 Approved Budget through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going savings including line by line reductions ($0.066 million) and 2% in efficiency savings / productivity gains ($1.054 million);
  - ✓ Stable revenue adjustments to Building Permit fees; and
  - ✓ Target achievement without impacting on Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, Toronto Building accomplished the following:

- ✓ Sustained a high volume of permit application intake and permit issuance.
- ✓ Improved Preliminary Review service level targets (with the exception of preliminary zoning reviews which remain under development).
- ✓ Improved the rate of responding to service requests including response to complaints of construction without a permit.
- ✓ Audit – completed risk analysis of Inspections resource Requirements were approved as part of the 2015 budget process.
- ✓ Completed Business Process Review for inspection services.
- ✓ Completed 2015 client satisfaction benchmark survey with commercial stakeholders
- ✓ Hiring plan on track to maintain gapping below 5%.
- ✓ Completed Pan Am Games deliverables

Our Service Deliverables for 2016

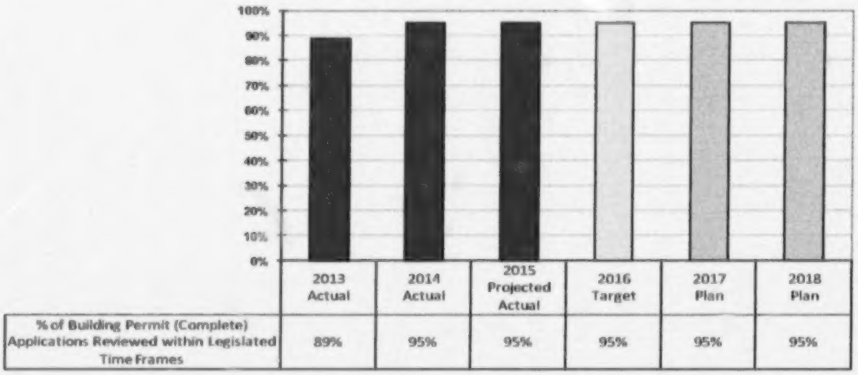
Toronto Building's 2016 Operating Budget of $53.825 million gross and $10.755 million net revenue will provide funding to:

- Maintain and improve the rate of processing applications and responding to inspection requests within legislated time frames.
- Continued implementation of eService enhancements including new Portal channel.
- Reduce existing dormant permit inventory.
- Monitor and respond to the level of development activity across the City.
- Support delivery of further Transit Expansion.
- Advance succession planning.
- Maintain New Building Code qualification and maintenance requirements.
- Implement customer service improvements, including improved response to customer service complaints.

Trends

- From 2013 to 2015, 89%-95% of complete building permit applications (all building types) were processed within legislated time frames.
- Toronto Building has sustained a high level of permit application intake driven by higher than anticipated construction activity.
- The volume of permit application intake, as well as staff vacancies, can impact the delivery of services.
- With the Program actively filling vacant positions, it is anticipated that in 2016 and future years, Toronto Building will meet service levels.

Percentage of Complete Building Permit Applications Reviewed Within Legislated Time Frames

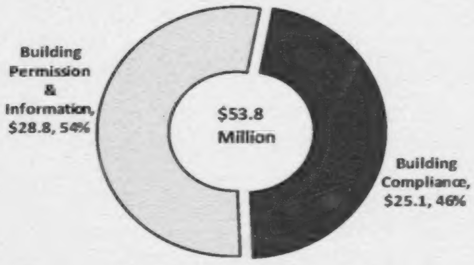


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Building Permit (Complete) Applications Reviewed within Legislated Time Frames	89%	95%	95%	95%	95%	95%

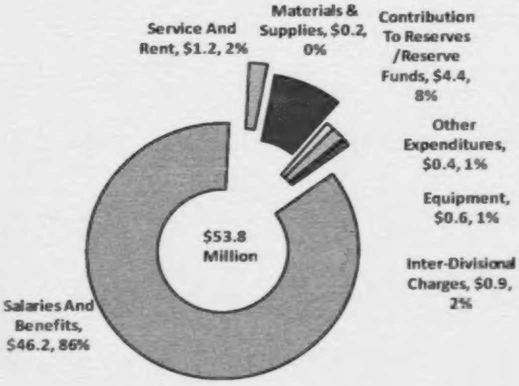
2016Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

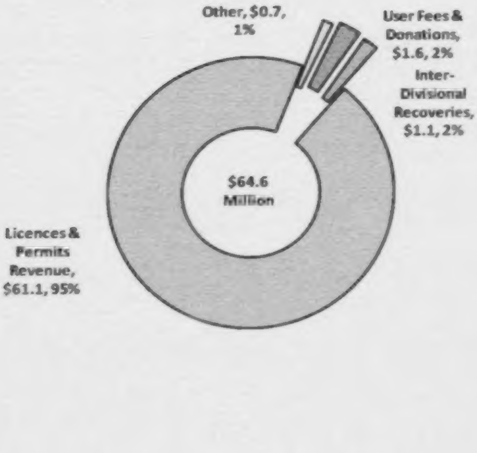


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **High Volume of Permit Activity**

  In 2016, Toronto Building will sustain high volumes of building permit applications without adding new staff.

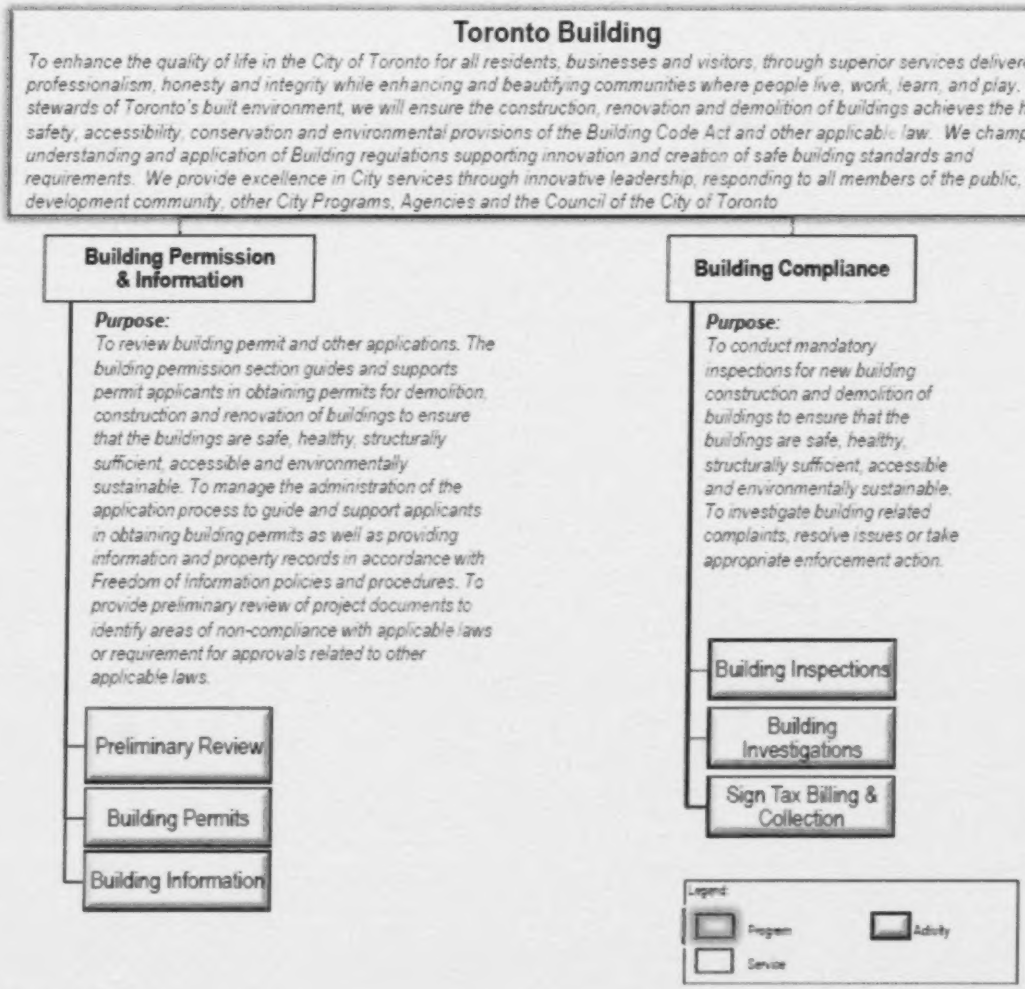
  - ✓ The program's Electronic Service Delivery initiative has produced a number of efficiencies resulting in productivity gains to offset increased permit intake volumes.

- **311 Toronto Service Recovery Model**

  Under the current service recovery model, 311 Toronto recovers its cost from 5 City Programs, including Toronto Building. Aside from annual increases due to inflationary salary pressures, the 311 cost recoveries have remained unchanged.

  - ✓ 311 Toronto and Toronto Building are currently reviewing options to establish an appropriate funding model based on accurate information, including upgrading its systems to allow for enhanced tracking of general inquiries.

Program Map



Toronto Building

To enhance the quality of life in the City of Toronto for all residents, businesses and visitors, through superior services delivered with professionalism, honesty and integrity while enhancing and beautifying communities where people live, work, learn, and play. As stewards of Toronto's built environment, we will ensure the construction, renovation and demolition of buildings achieves the health, safety, accessibility, conservation and environmental provisions of the Building Code Act and other applicable law. We champion the understanding and application of Building regulations supporting innovation and creation of safe building standards and requirements. We provide excellence in City services through innovative leadership, responding to all members of the public, the development community, other City Programs, Agencies and the Council of the City of Toronto

Building Permission & Information

Purpose:
To review building permit and other applications. The building permission section guides and supports permit applicants in obtaining permits for demolition, construction and renovation of buildings to ensure that the buildings are safe, healthy, structurally sufficient, accessible and environmentally sustainable. To manage the administration of the application process to guide and support applicants in obtaining building permits as well as providing information and property records in accordance with Freedom of Information policies and procedures. To provide preliminary review of project documents to identify areas of non-compliance with applicable laws or requirement for approvals related to other applicable laws.

- Preliminary Review
- Building Permits
- Building Information

Building Compliance

Purpose:
To conduct mandatory inspections for new building construction and demolition of buildings to ensure that the buildings are safe, healthy, structurally sufficient, accessible and environmentally sustainable. To investigate building related complaints, resolve issues or take appropriate enforcement action.

- Building Inspections
- Building Investigations
- Sign Tax Billing & Collection

Service Customer

Building Permission & Information

- Agent
- Applicant
- Architect
- Architect Firm
- Builder
- Building Manager/Superintendant
- Building User Or Occupant
- Business
- City Divisions
- Complainant
- Contractor
- Contravener
- Council / Mayor
- Councillor
- Design Professional
- Designer Firm
- Developer
- Engineer
- Fire Protection
- Consultant
- Lawyer
- Licensee
- Mortgage
- Operator
- Owner's Agent
- Police
- Property Owner
- Ratepayers
- Sign Owner
- Surveyor
- Tenant
- Adjacent Property Owners
- The General Public

Building Compliance

- Building User Or Occupant
- Property Owner
- Agent
- Contractor
- Design Professional
- Sign Owner
- Developer
- City Divisions
- Council / Mayor
- Adjacent Property Owners
- The General Public

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
BL-Building Compliance											
Gross Expenditures	22,516.0	22,082.1	24,427.9	600.0	25,027.9	2,511.8	11.2%	970.4	3.9%	400.3	1.5%
Revenue	27,355.3	30,394.9	28,597.9	600.0	29,197.9	1,842.7	6.7%	490.1	1.7%	40.2	0.1%
Net Expenditures	(4,839.2)	(8,312.8)	(4,170.1)	(0.0)	(4,170.1)	669.2	(13.8%)	480.3	(11.5%)	360.1	(9.8%)
BL-Building Permission & Information											
Gross Expenditures	27,929.3	27,392.5	28,797.5	-	28,797.5	868.2	3.1%	580.6	2.0%	526.5	1.8%
Revenue	33,844.6	37,605.1	35,382.0	-	35,382.0	1,537.3	4.5%	21.5	0.1%	24.0	0.1%
Net Expenditures	(5,915.3)	(10,212.6)	(6,584.5)	0.0	(6,584.5)	(669.2)	11.3%	559.1	(8.5%)	502.4	(8.3%)
Total											
Gross Expenditures	50,445.3	49,474.6	53,225.4	-	53,825.4	3,380.0	6.7%	1,550.9	2.9%	926.8	1.7%
Revenue	61,199.9	68,000.0	63,979.9	-	64,579.9	3,380.0	5.5%	511.6	0.8%	64.2	0.1%
Total Net Expenditures	(10,754.5)	(18,525.4)	(10,754.5)	(0.0)	(10,754.5)	0.0	(0.0%)	1,039.4	(9.7%)	862.5	(8.9%)
Approved Positions	448.0	448.0	449.0	7.0	456.0	8.0	1.8%	5.0	1.1%	0.0	0.0%

The 2016 Operating Budget for Toronto Building is $53.825 million gross and ($10.754) million net. The net budget reflects no net change from the 2015 Approved Operating Budget.

- Base budget pressures of $3.197 million net result from inflationary cost increases in salaries and benefits ($1.195 million), and the impact of a completed capital project, the Electronic Service Delivery (ESD) initiative ($0.110 million) and funding required to purchase Structure Software licenses. These pressures are consistent across both services within Toronto Building - Building Permission and Information and Building Compliance.

- To fully offset these base pressures, the Program was able to achieve base expenditure savings of $0.065 million net based on a review of actual experience as well as revenue adjustments of $2.078 million net generated from inflationary increases of 2.23% to building permit and sign permit fees. 2016 also includes $1.054 million in service efficiencies predominately arising from Toronto Building's Electronic Service Delivery initiative.

- The 2016 Operating Budget allocates new funding of $0.600 million gross and $0 million net assigned to:

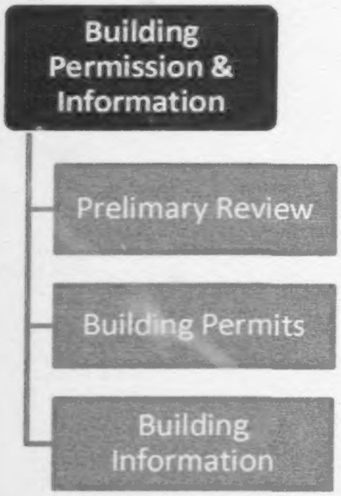
    - Purchase 7.0 new vehicles to be used in the Toronto and East York District to complement the current use of fleet vehicles being utilized; and

    - Create a dedicated coordination unit to enforce standards for infill construction across the City.

- The 2017 and 2018 Plans reflect inflationary cost increases for progression pay, step and fringe benefits, as well as the operating impact of the digitization unit. These pressures are anticipated to be fully offset through a 2.0% inflationary adjustment to building permit fee increases.

- The 2017 and 2018 Plans also reflect the annualized impact of the additional business analyst requested to sustain the Electronic Service Delivery portal project

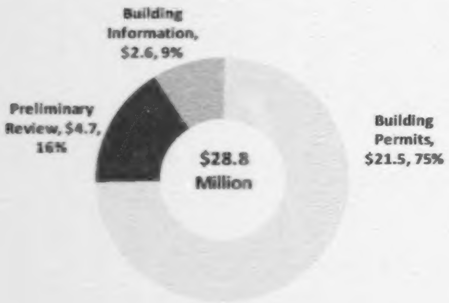
Building Permission & Information



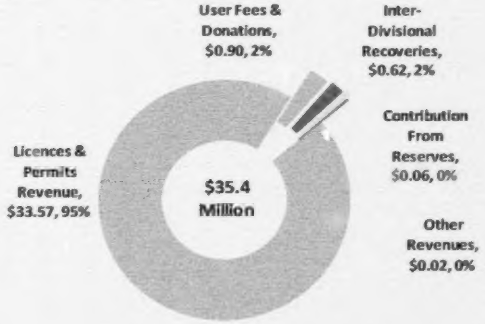
What We Do

- Review building permits and other applications including Sign By-law variances and amendments.
- Guide and support permit applicants in obtaining permits for demolition, construction and renovation of buildings, and installation of signs to ensure they are safe, healthy, structurally sufficient, accessible and environmentally sustainable.
- Manage the administration of the application process to guide and support applicants in obtaining building and sign permits as well as providing information and property records in accordance with the Freedom of Information policies and procedures.
- Provide preliminary review of project documents to identify areas of non-compliance with applicable laws or requirement for approvals related to other applicable laws.

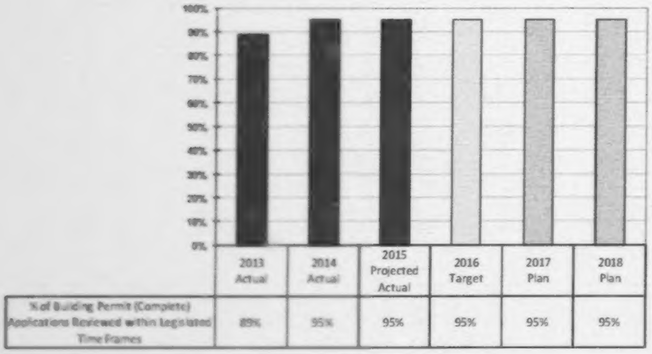
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Percentage of Complete Building Permit Applications Reviewed within Legislated Time Frames



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Building Permit (Complete) Applications Reviewed within Legislated Time Frames	89%	95%	95%	95%	95%	95%

- This measure indicates the percentage of complete building permit applications, for all types of buildings, which are reviewed for compliance with the building code and all applicable law within legislated time frames.
- It is anticipated that the time frame to review complete applications for all types of buildings will be achieved 95% of the time in 2016 as a result of reduced vacancies and the Program's eService initiatives.

2016 Service Levels

Building Permission & Information

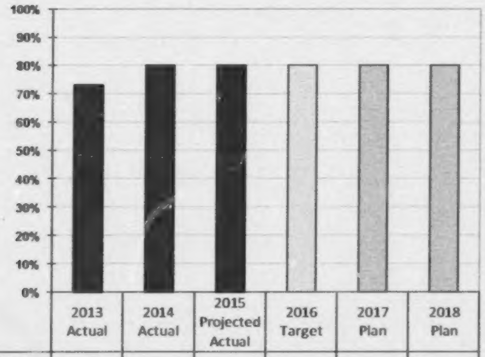
Activity Type	Type	Sub-Type	Standard	Status	Service Levels			
					2013	2014	2015	2016
Preliminary Review	Preliminary Project Review	House	10 Days	Approved (all building types)	N/A	60%	65%	65%
		Small Building	15 Days					
		Large Building	20 Days	Actual (all building types)	47%	57%	56%	
		Complex Building	30 Days					
	Zoning Certificate Review	House	TBD	Approved (all building types)	N/A	55%	55%	55%
		Small Building	TBD					
		Large Building	TBD	Actual (all building types)	Under Development	53%	54%	
		Complex Building	TBD					
Building Permits	Construction Permit Review (includes demolition) Complete Applications	House	10 Days	Approved (all building types)	85%	82%	95%	95%
		Small Building	15 Days					
		Large Building	20 Days	Actual (all building types)	89%	95%	95%	
		Complex Building	30 Days					
	Construction Permit Review (includes demolition) Incomplete Applications	House	10 Days	Approved (all building types)	N/A	65%	75%	75%
		Small Building	15 Days					
		Large Building	20 Days	Actual (all building types)	59%	75%	75%	
		Complex Building	30 Days					
	Sign Permit Review	Sign Permit Review	10 Days	Approved	N/A	95%	80%	80%
				Actual	73%	80%	80%	
		Sign Variances & By-law Amendments - drafting reports for approval/refusal of sign variances and By-law amendments	TBD	Under Development	Under Development			Under Development
			TBD	Actual	Under Development			
		Preliminary Review of applications for compliance with Sign By-law	TBD	Under Development	Under Development			Under Development
			TBD	Actual	Under Development			
	Building Permit Review - FASTRACK Program	Complete Application	5 days	Approved	N/A	95%	95%	95%
				Actual	94%	99%	99%	
		Incomplete Application	5 days	Approved	N/A	90%	95%	95%
				Actual	90%	94%	94%	
	Business License Zoning Review		20 Days	Approved	N/A	85%	85%	85%
				Actual	N/A	93%	95%	

					Service Levels			
Activity Type	Type	Sub-Type	Standard	Status	2013	2014	2015	2016
Building Information	Compliance Letter Issuance		5 days	Approved	98%	98%	98%	98%
				Actual	99%	99%	99%	
	Freedom of Information Request	Routine Disclosure	30 Days	Approved	99%	90%	90%	90%
				Actual	88%	95%	95%	
	Review Liquor License Application		10 Days	Approved	100%	95%	95%	95%
				Actual	94%	88%	89%	

2016 Service Levels are consistent with 2015 Approved Service Levels.

Service Performance

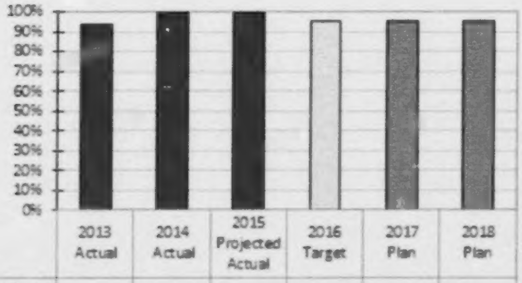
Percentage of Sign Permit Applications Reviewed within Legislated Time Frames



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Sign Permit Applications Reviewed within Leglislated Time Frames	73%	80%	80%	80%	80%	80%

- This measure indicates the percentage of Sign Permit Applications reviewed within legislated time frames.
- Sign permit applications fluctuate with market demands. Toronto Building anticipates improving this service by maintaining the target of 80% in 2016 and future years with the current level of staffing.

Percentage of Complete Residential FASTRACK Applications Reviewed within the Service Standard



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Complete Residential FASTRACK Applications Reviewed within Service Standard	94%	99%	99%	95%	95%	95%

- This measure indicates the percentage of complete Residential FASTRACK applications reviewed within the service standard of 5 business days.
- Residential FASTRACK is an enhanced Building Permit service for certain types of projects in existing houses containing one or two dwelling units.
- It is anticipated that the Program will continue to review applications within 5 business days, 95% of the time in 2016 and future years with current level of staffing.

Table 2
2016 Service Budget by Activity

	2015		2016 Operating Budget									Incremental Change			
	Approved Budget	Projected Actual	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
Building Information	2,534.3		2,729.3	(115.9)	2,613.4	79.1	3.1%		2,613.4	79.1	3.1%	110.5	4.2%	47.1	1.7%
Building Permits	20,725.5		21,884.8	(377.2)	21,507.6	782.1	3.8%		21,507.6	782.1	3.8%	385.9	1.8%	412.2	1.9%
Preliminary Review	4,669.6		4,766.1	(89.6)	4,676.5	7.0	0.1%		4,676.5	7.0	0.1%	84.1	1.8%	67.2	1.4%
Total Gross Exp.	27,929.3		29,380.2	(582.7)	28,797.5	868.2	3.1%		28,797.5	868.2	3.1%	580.6	2.0%	526.5	1.8%
REVENUE															
Building Information	6,733.7		7,039.5		7,039.5	305.8	4.5%		7,039.5	305.8	4.5%	4.3	0.1%	4.8	0.1%
Building Permits	21,907.8		22,903.0		22,903.0	995.2	4.5%		22,903.0	995.2	4.5%	13.9	0.1%	15.6	0.1%
Preliminary Review	5,203.2		5,439.5		5,439.5	236.3	4.5%		5,439.5	236.3	4.5%	3.3	0.1%	3.7	0.1%
Total Revenues	33,844.6		35,382.0		35,382.0	1,537.3	4.5%		35,382.0	1,537.3	4.5%	21.5	0.1%	24.0	0.1%
NET EXP.															
Building Information	(4,199.4)		(4,310.2)	(115.9)	(4,426.1)	(226.7)	5.4%		(4,426.1)	(226.7)	5.4%	106.3	-2.4%	42.3	(1.0%)
Building Permits	(1,182.3)		(1,018.2)	(377.2)	(1,395.4)	(213.1)	18.0%		(1,395.4)	(213.1)	18.0%	372.0	-26.7%	396.6	(38.8%)
Preliminary Review	(533.6)		(673.4)	(89.6)	(762.9)	(229.3)	43.0%		(762.9)	(229.3)	43.0%	80.8	-10.6%	63.5	(9.3%)
Total Net Exp.	(5,915.3)		(6,001.8)	(582.7)	(6,584.5)	(669.2)	11.3%		(6,584.5)	(669.2)	11.3%	559.1	-8.5%	502.4	(9.1%)
Approved Positions	243.6		246.6	(12.0)	234.6	(8.9)	(3.7%)		234.6	(8.9)	(3.7%)	2.8	1.2%	0.0	0.0%

The ***Building Permission and Information Service*** reviews building permits and applications, guides and supports permit applicants in obtaining building related permits, manages the administration of the application process, provides information and property records in accordance with Freedom of Information policies and procedures, and provides preliminary reviews of project documents to identify areas of non-compliance with applicable laws or requirements for approvals.

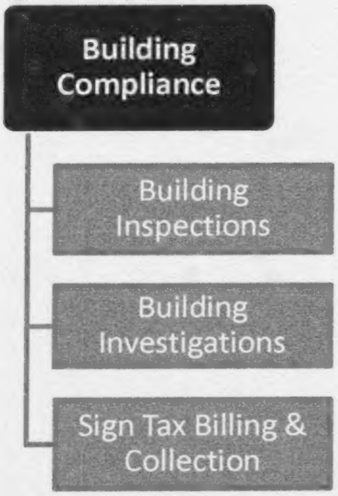
The 2016 Operating Budget for Building Permission and Information of $28.798 million gross and ($6.585) million net is ($0.669) million or 11.3% less than the 2015 Approved Net Budget.

In addition to base budget pressures common across all services, the pressure specific to Building Permission and Information Service is the increased contribution to Legal Services for support of increased Building Permit activity ($0.221 million).

Gross expenditure pressures were fully offset by:

- Line by line savings ($0.036 million); and
- Additional revenue generated from inflationary increase in the Building permit fee increase ($1.149 million). Rates will increased by 2.23% inflationary adjustment in keeping with the policy to maintain full cost recovery for these provided services.

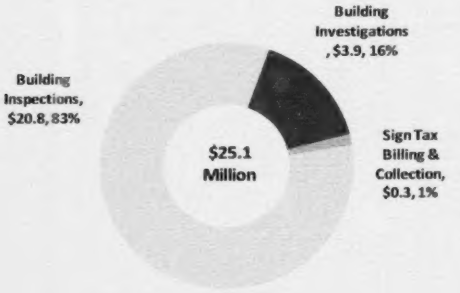
Building Compliance



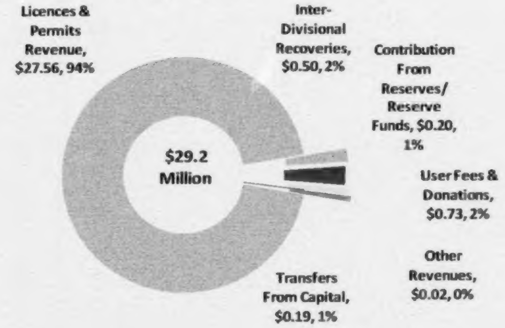
What We Do

- Conduct mandatory inspections for new building construction and demolition of buildings to ensure that the buildings and signs are safe, healthy, structurally sufficient, accessible and environmentally sustainable.
- Investigate building and sign related complaints, resolve issues or take appropriate enforcement action.
- Administer, bill, and collect the Third Party Sign Tax levied on all third-party signs in the City of Toronto.

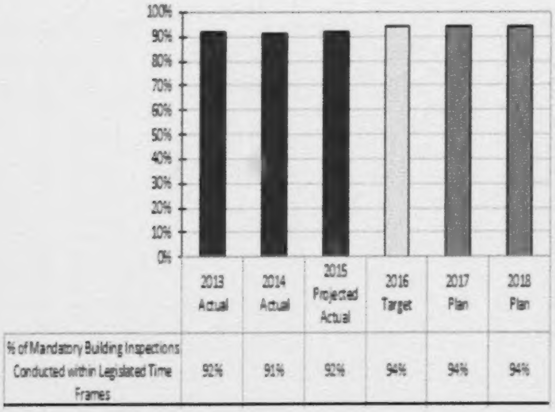
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Percentage of Mandatory Building Inspections Conducted within Legislated Time Frames



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Mandatory Building Inspections Conducted within Legislated Time Frames	92%	91%	92%	94%	94%	94%

- This measure indicates the percentage of requested mandatory inspections that are completed within 2 business days of receiving requests for inspections.
- It is a requirement of Ontario's Building Code that an inspection be conducted within the prescribed time frames.
- The actual performance in 2015 dropped slightly below target due to higher than expected volumes of inspection requests. It is anticipated that the target of 94% will be achieved in 2016 and onwards.

2016 Service Levels

Building Compliance

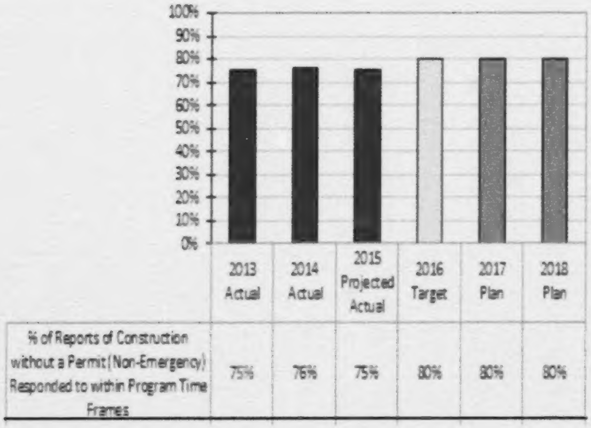
Activity Type	Type	Sub-Type	Standard	Status	Service Levels			
					2013	2014	2015	2016
Sign Tax Billing & Collection	Billing, Collection and Administration of the Third Party Sign Tax (TPST)		TBD	Approved	Invoiced and Payable Annually			Under Development
			TBD	Actual	Under Development			
Building Inspections	Construction (Mandatory inspections for building permits, includes demolition)		48 Hours	Approved	95%	94%	94%	94%
				Actual	92%	91%	92%	
	Sign (mandatory inspections for Sign Permits)		48 Hours	Approved	95%			95%
				Actual	95%	95%	98%	
	Sign Investigation Request		2 Days	Approved	N/A	95%	95%	95%
				Actual	91%	95%	98%	
Building Investigations	Emergency/ Unsafe		1 Day	Approved	95%	95%	95%	95%
				Actual	94%	96%	76%	
	Response to Construction without a Permit	Non-Emergency	2 Days	Approved	Under Development	80%	80%	80%
				Actual	75%	76%	75%	
	Response to Building Permit Related Service Request (Complaint)		5 Days	Approved	N/A	85%	90%	90%
				Actual	86%	86%	80%	

*Actuals based on 2015 Year End Projections

2016 Service Levels are consistent with 2015 Approved Service Levels.

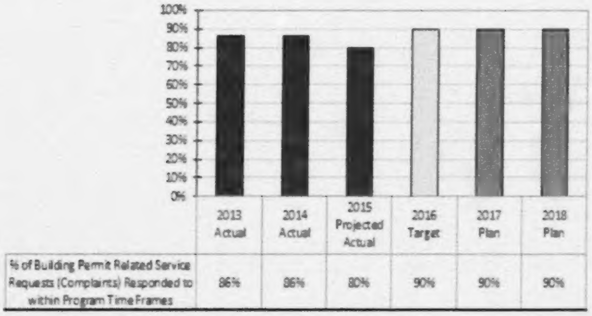
Service Performance

Percentage of Reports of Construction without a Permit (Non-Emergency) Responded to within Program Time Frames



- This measure indicates the percentage of reports of construction without a permit (non-emergency) responded to within 2 business days of receiving the request for inspection.
- Under the Building Code Act, no person is permitted to construct, demolish or alter a building without first obtaining a building permit. Where reports of construction or demolition have been received by the building division, an inspector will attend the construction site to determine if a permit is required.
- Based on the expected volume of service requests to investigate construction without a permit, it is projected that the Program will achieve a service level of 80% in 2016.

Percentage of Building Permit Related Service Requests (Complaints) Responded to within Program Time Frames



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Building Permit Related Service Requests (Complaints) Responded to within Program Time Frames	86%	86%	80%	90%	90%	90%

- This measure indicates the percentage of building related service requests (complaints) responded to within 5 business days of receiving the request.
- The volumes of service requests remained fairly consistent in 2014 and 2015.
- It is expected that the current staff complement will meet the slightly improved service target of 86% in 2016 and onwards.

Table 3

2016 Service Budget by Activity

	2015		2016 Operating Budget									Incremental Change			
	Approved Budget	Projected Actual	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.															
Building Inspections	18,600.1		20,594.6	(384.6)	20,210.0	1,609.9	8.7%	600.0	**20,810.0**	2,209.9	11.9%	879.2	4.2%	330.0	1.5%
Building Investigations	3,584.0		3,948.6	(78.0)	3,870.7	286.7	8.0%		**3,870.7**	286.7	8.0%	83.4	2.2%	64.5	1.6%
Sign Tax Billing & Collection	331.9		355.6	(8.4)	347.2	15.3	4.6%		**347.2**	15.3	4.6%	7.8	2.3%	5.8	1.6%
Total Gross Exp.	22,516.0		24,898.9	(471.0)	24,427.9	1,911.8	8.5%	600.0	**25,027.9**	2,511.8	11.2%	970.4	3.9%	400.3	1.5%
REVENUE															
Building Inspections	22,342.2		23,356.9		23,356.9	1,014.7	4.5%	600.0	**23,956.9**	1,614.7	7.2%	486.9	2.0%	36.6	0.1%
Building Investigations	4,524.6		4,730.3		4,730.3	205.7	4.5%		**4,730.3**	205.7	4.5%	2.9	0.1%	3.2	0.1%
Sign Tax Billing & Collection	488.5		510.7		510.7	22.2	4.6%		**510.7**	22.2	4.6%	0.3	0.1%	0.3	0.1%
Total Revenues	27,355.3		28,597.9		28,597.9	1,242.7	4.5%	600.0	**29,197.9**	1,842.7	6.7%	490.1	1.7%	40.2	0.1%
NET EXP.															
Building Inspections	(3,742.0)		(2,762.3)	(384.6)	(3,146.9)	595.2	(15.9%)	(0.0)	**(3,146.9)**	595.2	(15.9%)	392.3	-12.5%	293.4	(10.7%)
Building Investigations	(940.6)		(781.6)	(78.0)	(859.6)	81.0	(8.6%)		**(859.6)**	81.0	(8.6%)	80.5	-9.4%	61.3	(7.9%)
Sign Tax Billing & Collection	(156.6)		(155.1)	(8.4)	(163.6)	(7.0)	4.5%		**(163.6)**	(7.0)	4.5%	7.5	-4.6%	5.4	(3.5%)
Total Net Exp.	(4,839.2)		(3,699.1)	(471.0)	(4,170.1)	669.2	(13.8%)	(0.0)	**(4,170.1)**	669.2	(13.8%)	480.3	-11.5%	360.1	(10.8%)
Approved Positions	204.4		214.5		214.5	10.1	4.9%	7.0	**221.5**	17.1	8.3%	2.2	1.0%	(0.0)	(0.0%)

The ***Building Compliance Service*** conducts mandatory building inspections, investigates building related complaints, resolves issues and takes appropriate enforcement action, as well as administer, bill, and collect the Third Party Sign Tax levied on all third-party signs in the City of Toronto.

The 2016 Operating Budget for Building Compliance of $25.027 million gross and ($4.170) million net is $0.669 million or 13.8% greater than the 2015 Approved Net Budget.

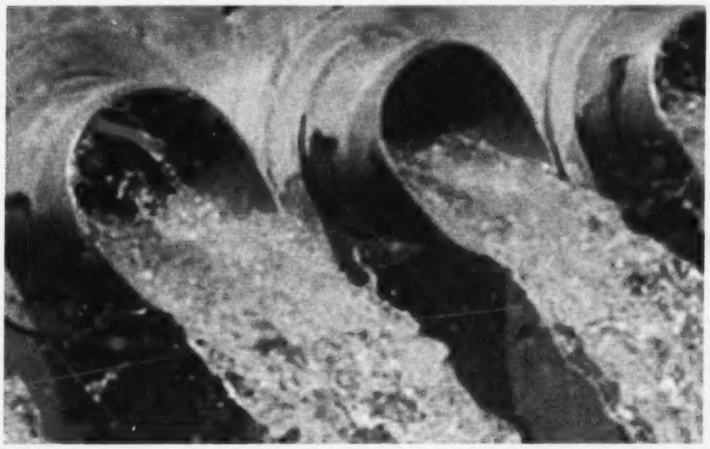
In addition to base budget pressures common across all services, the pressure specific to the Building Compliance Service arises from a salary and benefit increase of $1.203 million to fund the full year impact of the dedicated enforcement unit established in 2015, which has undertaken proactive inspections of dormant properties.

Gross expenditure pressures were partially offset by:

- Line by line savings ($0.029 million); and
- Inflationary revenue increase in Building Permits ($0.929 million)

The 2016 Operating Budget for Building Compliance includes funding of $0.600 million gross and $0 net for the following new/enhanced initiatives:

- The acquisition of seven new vehicles for use in Toronto and East York District ($0.150 million gross and $0 net); and
- Funding of $0.450 million gross and $0 net for 7.0 new positions to implement a coordination unit that will enforce standards at infill construction areas.



Toronto Water

2016 OPERATING BUDGET OVERVIEW

Toronto Water delivers water treatment and distribution, and wastewater collection and treatment services on demand to 3.4 and businesses in Toronto, and portions of York and Peel million residents.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents for 2016 is $439.489 million as shown below.

(in $000's)	2015 Approved	2016 Budget	Change $	Change %
Gross Expenditures	438,449.6	439,488.8	1,039.3	0.2%
Revenue Excluding Sale of Water	54,728.2	55,034.1	305.9	0.6%
Net Expenditure	383,721.4	384,454.7	733.3	0.2%
Sale of Water/Wastewater Surcharge	1,003,796.8	1,080,266.5	76,469.6	7.6%
Sale of Water Revenue - Region of York	22,610.0	23,178.0	568.0	2.5%
Total Sale of Water Revenue	1,026,406.8	1,103,444.5	77,037.6	7.5%
Capital Contribution	**642,685.5**	**718,989.8**	**76,304.3**	**11.9%**

Through operational efficiencies, Toronto Water was able to partially offset initial gross pressures of $16.174 million to $0.733 million net, reflecting a 0.2% net increase prior to increased sale of water revenues arising from the 8% water rate increase effective January 1, 2016.

Fast Facts

- Treatment, transmission, storage, and distribution of over 1 billion litres of potable water daily is delivered to all industrial, commercial, institutional, and household water users in the City of Toronto, amounting to over 470,000 connections.
- Over 1.5 billion litres of wastewater is collected and treated per day, from residents and businesses in Toronto and a portion of Peel Region.
- City wide stormwater management in order to protect private property and the environment.

2016 Operating Budget Highlights

The 2016 Operating Budget of $439.489 million gross will enable Toronto Water to:

- Treat and supply 437 billion litres of water and collect and treat 415 billion litres of wastewater;
- Maintain and repair 6,000 km of watermains, 4,100 km of sanitary sewers, 5,000 km of storm sewers, and 1,400 km of combined sewers;
- Repair 1,600 broken watermains;
- Enhance emergency preparedness and extreme weather planning.

2015 Key Service Accomplishments

- ✓ Experienced unprecedented number of "no water" calls as a result of frozen pipes from January 1 and March 31, 2015 and responded to 1,679 frozen water services compared to 517 in 2014 and 7 in 2013. In addition to frozen services Toronto Water also responded to 950 watermain breaks.
- ✓ Water Meter Program, which began in 2010, in final year of implementation. By the end of 2015, approximately 470,500 or 99% of all customers will be upgraded to the new automated system. Expected annual operating savings is approximately $5 million.
- ✓ Successfully renewal of the Drinking Water License and Permit, including a rigorous external audit of the City's Drinking Water Quality Management System. Toronto received a perfect score on the audit, which involved a thorough review of the City's documentation and records, interviews with staff and facility tours.
- ✓ Processed 4,300 (year to date), 5,200 (projected year-end total) applications to provide financial subsidy to install flood protection devices.
- ✓ Ongoing education and outreach program with 189 outreach events and an estimated attendance of 4.6 million people.
- ✓ Continued implementation of the water conservation projects related to the Industrial Water Rate Program resulted in estimated water savings of 3.75 million m^3 per year.
- ✓ Repaired 1,409 watermain break and 811 water service lines/curb stops.
- ✓ The Ministry of Environment (MOE) has completed annual inspections at the City's water treatment facilities and there have been no major non-conformance issues identified.
- ✓ The MOE has completed annual inspections of the City's wastewater treatment facilities and there have been no major non-conformance issues identified.
- ✓ Ongoing optimization at treatment plants and pumping stations to minimize energy costs while meeting required legislative standards.

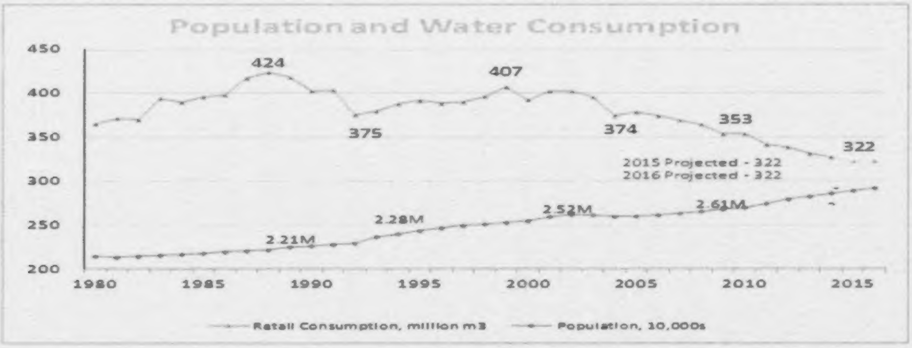
Our Service Deliverables for 2016

The 2016 Operating Budget will:

- Ensure delivery of water and wastewater services for 3.4 million residents and business in Toronto. Toronto Water manages one of the largest waste and wastewater systems in North America, providing services 24 hours a day, seven days a week.
- Provide treatment and supply of 437 billion litres of water (includes York Region);
- Continue to collection and treatment of 415 billion litres of wastewater;
- Continue maintenance and repair of 6,000 km of watermains, 4,100 km of sanitary sewers, 5,000 km of storm sewers, and 1,400 km of combined sewers;
- Replace 5,000 sub-standard water services;
- Repair 1,600 broken watermains; and
- Provide Environmental Monitoring and Protection including on-going public consultations and awareness programs.

Trends

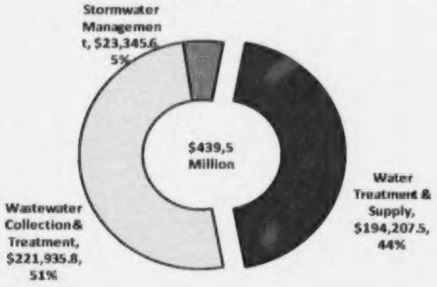
- Base water consumption (October to April) has declined by 1.5% annually on average over the last 10 years. 2015 projected consumption of 322 million cubic meters is approximately 13% lower than the 374 million cubic meters consumed in 2005.
- Lower water consumption despite increasing population combined with aging infrastructure has placed particular demand on TW's infrastructure services.
- To address capital infrastructure needs water rates are recommended to increase by 8% with virtually all the increased revenue to fund capital infrastructure that support service delivery.



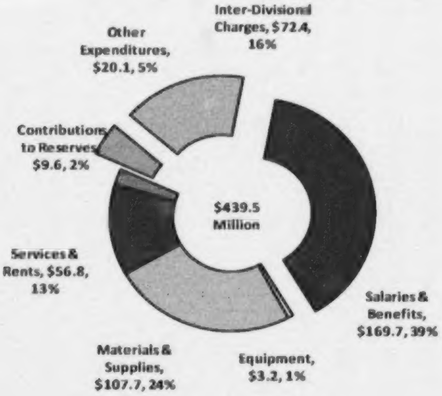
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

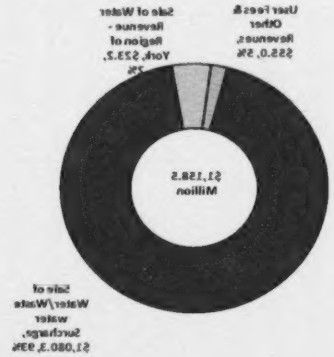


2016 Budget by Expenditure Category



Where the money comes from:

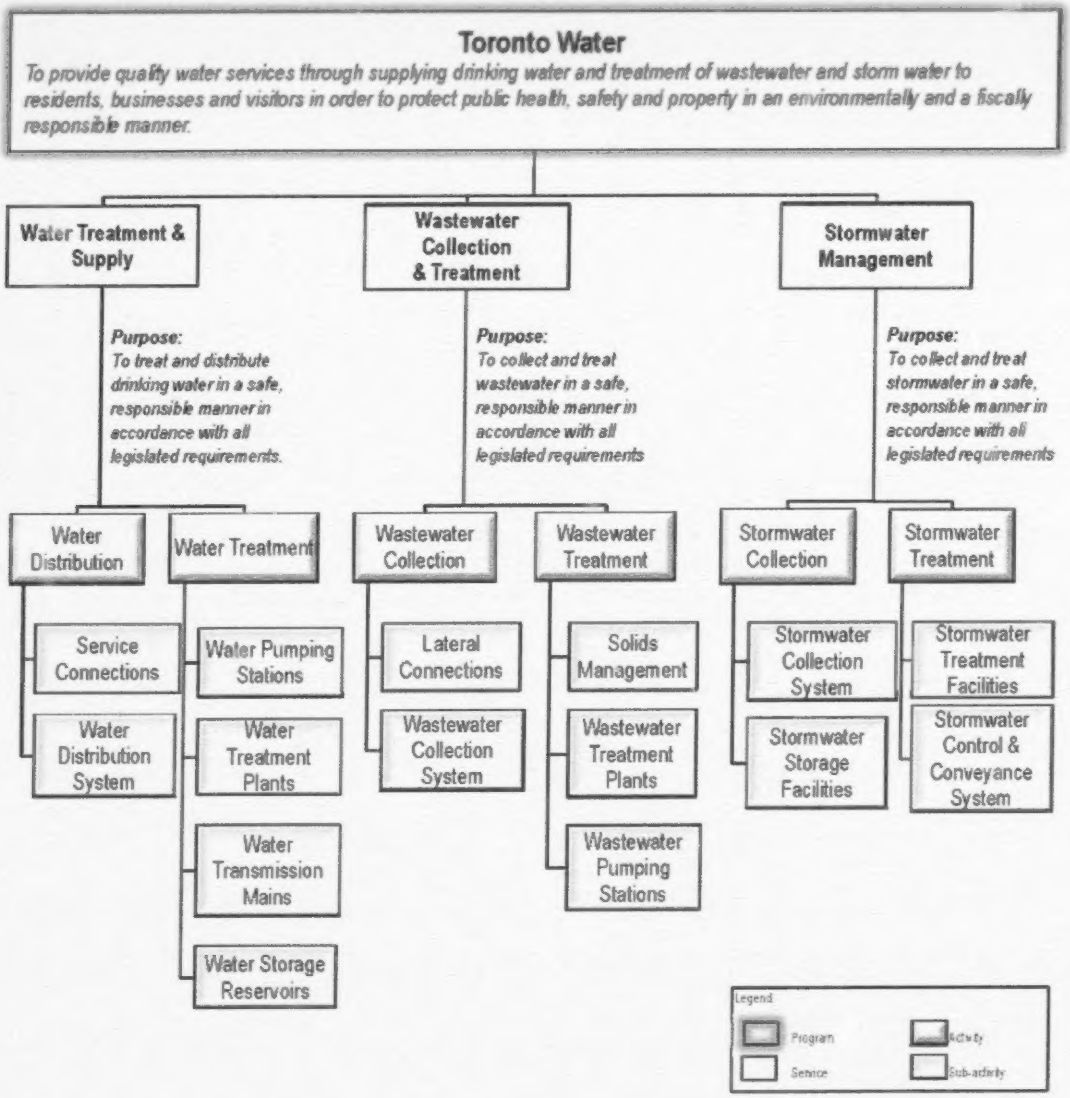
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Declining water consumption** resulting in lower revenues from water rates needed to support capital requirements.
  - ✓ The 2016 Operating Budget is predicated on a water rate increase of 8% effective January 1, 2016.
  - ✓ In addition, a report entitled "Funding Options for Paying for the Toronto Water Capital Program" was considered and approved concurrently to aid in developing a financing strategy to support Toronto Water's stormwater management projects.
- **Maintaining Stable Operating Costs** from legislative requirements and compliance with Provincial and Federal regulations, inflationary factors and operating impacts of completed capital projects.
  - ✓ A combination of efficiencies found through ongoing optimization at treatment plants and pumping stations to minimize energy costs, while meeting required legislative standards has assisted in offsetting most of the 2016 operating budget pressures.

Program Map


Toronto Water
Water Treatment & Supply
Wastewater Collection & Treatment
Stormwater Management
Water Distribution
Water Treatment
Wastewater Collection
Wastewater Treatment
Stormwater Collection
Stormwater Treatment
Service Connections
Water Distribution System
Water Pumping Stations
Water Treatment Plants
Water Transmission Mains
Water Storage Reservoirs
Lateral Connections
Wastewater Collection System
Solids Management
Wastewater Treatment Plants
Wastewater Pumping Stations
Stormwater Collection System
Stormwater Storage Facilities
Stormwater Treatment Facilities
Stormwater Control & Conveyance System
Legend
Program
Activity
Service
Sub-activity

Toronto Water

To provide quality water services through supplying drinking water and treatment of wastewater and storm water to residents, businesses and visitors in order to protect public health, safety and property in an environmentally and a fiscally responsible manner.

Water Treatment & Supply

Purpose:
To treat and distribute drinking water in a safe, responsible manner in accordance with all legislated requirements.

Wastewater Collection & Treatment

Purpose:
To collect and treat wastewater in a safe, responsible manner in accordance with all legislated requirements

Stormwater Management

Purpose:
To collect and treat stormwater in a safe, responsible manner in accordance with all legislated requirements

Service Customer

Water Treatment & Supply
- Water account holders
- Water consumers

Wastewater Collection & Treatment
- Wastewater account holders
- Wastewater producers
- Public and private landowners

Stormwater Management
- Public and private landowners

Table 1

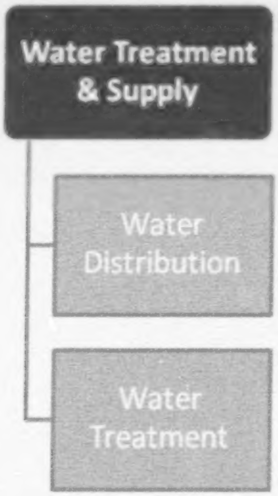
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Water Treatment & Supply											
Gross Expenditures	196,737.2	193,187.5	194,207.5		194,207.5	(2,529.7)	(1.3%)	8,070.4	4.2%	6,093.4	3.0%
Revenue	517,407.8	509,161.4	512,193.2		512,193.2	(5,214.6)	(1.0%)				
Capital Contribution	320,670.6	315,973.9	317,985.8	-	317,985.8	2,684.8	0.8%	(8,070.4)	(2.5%)	(6,093.4)	(2.0%)
Wastewater Collection & Treatment											
Gross Expenditures	218,439.9	214,630.8	221,935.8		221,935.8	3,495.9	1.6%	7,722.5	3.5%	5,492.1	2.4%
Revenue	560,245.5	551,294.0	642,731.0		642,731.0	82,485.5	14.7%				
Capital Contribution	341,805.6	336,663.3	420,795.2	-	420,795.2	(78,989.6)	(23.1%)	(7,722.5)	(1.8%)	(5,492.1)	(1.3%)
Stormwater Management											
Gross Expenditures	23,272.5	22,985.5	23,345.6		23,345.6	73.1	0.3%	1,126.8	4.8%	599.1	2.4%
Revenue	3,481.7	3,481.7	3,554.4		3,554.4	72.6	2.1%				
Caital Contribution	(19,790.8)	(19,503.8)	(19,791.3)	-	(19,791.3)	0.5	(0.0%)	(1,126.8)	5.7%	(599.1)	2.9%
Total											
Gross Expenditures	438,449.6	430,803.8	439,488.8	-	439,488.8	1,039.3	0.2%	16,919.8	3.8%	12,184.6	2.7%
Revenue	1,081,135.0	1,063,937.2	1,158,478.6	-	1,158,478.6	77,343.6	7.2%			-	
Total Capital Contribution	642,685.5	633,133.4	718,989.8	-	718,989.8	(76,304.3)	(11.9%)	(16,919.8)	(2.4%)	(12,184.6)	(1.7%)

The 2016 Operating Budget for Toronto Water is $439.489 million gross and $1.158 billion in revenue, resulting in a $718.990 million capital-from-current contribution. It reflects an increase of $1.039 million or 0.2% over the 2016 Approved Budget gross expenditures of $438.449 million and an increase of $77.343 million or 7.2% over the 2015 Approved Capital Contribution Budget of $642.686 million due to the following:

- Base pressures, which are experienced by all three services consistently, are mostly attributable to inflationary increases for materials, supplies and contracted services ($6.180 million); and additional interdepartmental service requirements ($5.270 million).
- Additional costs for materials, supplies and contracted services ($2.800 million) are required to deliver *Wastewater Collection and Treatment* services. These costs result from legislative and other effluent process control requirements, as well as completed capital projects.
- These pressures were partially offset by savings from annualized impact of previous year approvals including backflow prevention program revenues ($0.531 million), reversal of one-time additional costs for extreme weather related work ($6.586 million), review of salaries and benefits ($0.222 million), and water and waste water productions costs ($0.286 million) based on actual experience, which are applied uniformly across all services.
- In addition, service reduction options totaling $7.953 million, consisting mostly of base expenditure changes including savings from Automated Meter Reader project ($0.313 million), lower cost of chemicals ($1.020 million), and contracted services ($4.5 million), were used to reduce initial base pressures for 2016.
- The 2017 and 2018 Plans for all services reflect the inflationary cost increases for progression pay, step and fringe benefits, anticipated inflationary cost increases for materials and supplies for water treatment plants.
- Approval of the 2016 Operating Budget resulted in a deletion of 5 positions, reducing the Program's total staff complement from 1,761.65 positions to 1,756.65 positions.

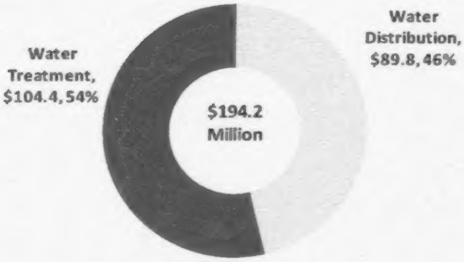
Water Treatment & Supply



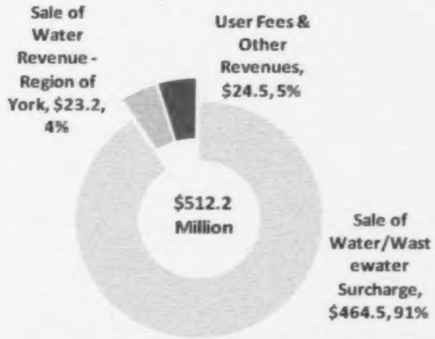
What We Do

- Treat and distribute drinking water in a safe, responsible manner in accordance with all legislated requirements.

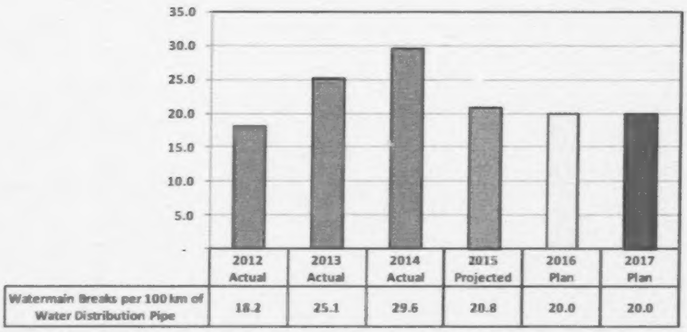
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Watermain Breaks per 100 KM of Water Distribution Pipe



- 2012 -2014 rising trend was impacted by severe cold weather fluctuations and aging watermains
- 2015 target was determined in 2014
- 2016 -2017 plan is to maintain watermain break and repair levels of typical climate years with improved state-of-good repair program

2016 Service Levels

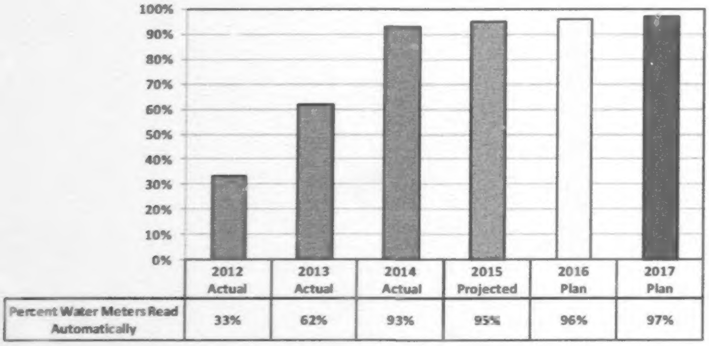
Water Treatment & Supply

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Water Distribution	Service Connections	Approved	Meeting the 40 to 100 psi requirement			Meeting the 40 to 100 psi requirement
	Water Distribution System	Approved	20.8 mainbreaks per 100 km of pipe			20.8 mainbreaks per 100 km of pipe
Water Treatment	Water Pumping Stations	Approved	317 kWh/ML of water	340 kWh/ML of water pumped		340 kWh/ML of water pumped
	Water Treatment Plants	Approved	In compliance with aplicable legislation			In compliance with aplicable legislation
	Water Transmission Mains	Approved	Meeting velocity and headloss guidelines	Meeting velocity and headloss design guidelines		Meeting velocity and headloss design guidelines
	Water Storage Reservoirs	Approved	Consistently maintain 24 hrs of storage capacity	Meeting requirements for emergency storage and fire flows (consistently maintain 24 hours of storage capacity)		Meeting requirements for emergency storage and fire flows (consistently maintain 24 hours of storage capacity)

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Service Performance

Percent Water Meters Read Automatically



- 2012-2014 improving trend due to major increases of automated water meter program installations
- 2015 target to complete installations
- 2016-2017 plan is to continue to complete installations in violation of bylaw

Table 2

2016 Service Budget by Activity

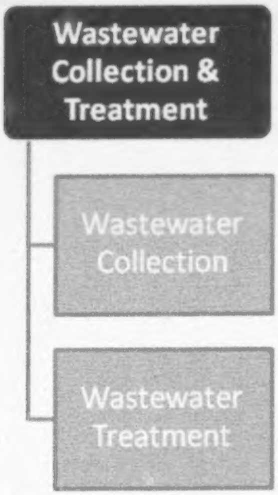
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Water Distribution	93,936.1	94,115.3	(4,312.8)	89,802.5	(4,133.6)	(4.4%)		89,802.5	(4,133.6)	(4.4%)	2,455.3	2.7%		
Water Treatment	102,801.1	105,094.7	(689.8)	104,404.9	1,603.8	1.6%		104,404.9	1,603.8	1.6%				
Total Gross Exp.	196,737.2	199,210.0	(5,002.6)	194,207.5	(2,529.7)	(1.3%)		194,207.5	(2,529.7)	(1.3%)	2,455.3	1.3%		
REVENUE														
Water Distribution	227,314.1	241,774.7	(729.8)	241,044.9	13,730.9	6.0%		241,044.9	13,730.9	6.0%				
Water Treatment	251,757.1	271,088.3	60.0	271,148.3	19,391.2	7.7%		271,148.3	19,391.2	7.7%				
Total Revenues	479,071.2	512,863.0	(669.7)	512,193.2	33,122.1	6.9%		512,193.2	33,122.1	6.9%				
CAPITAL CONTRIBUTION														
Water Distribution	133,378.0	154,825.4	(3,583.0)	151,242.4	17,864.4	13.4%		151,242.4	(17,864.4)	(13.4%)	(2,455.3)	-1.6%		
Water Treatment	148,956.0	167,493.3	(749.9)	166,743.4	17,787.4	11.9%		166,743.4	(17,787.4)	(11.9%)		0.0%		
Total Capital Contribution	282,334.0	322,318.6	(4,332.8)	317,985.8	35,651.8	12.6%		317,985.8	(35,651.8)	(12.6%)	(2,455.3)	-0.8%		
Approved Positions	781.1	784.1	(17.6)	766.5	(14.6)	(1.9%)		766.5	(14.6)	(1.9%)		0.0%		

The 2016 Operating Budget for Water Treatment and Supply is $194.207 million gross and $512.193 million in revenue, resulting in a $317.986 million budgeted capital-from-current contribution. It reflects a decrease of $2.530 million or 1.3% over the 2015 Approved Budget gross expenditures and an increase of $35.652 million or 12.6% over the 2015 Approved Capital Contribution budget.

The ***Water Treatment & Supply Service*** treats and supplies 437 billion liters of safe drinking water to 3.4 million residents and business annually, in a safe, responsible manner in accordance with all legislated requirements. This service is provided through *Water Distribution* and *Water Treatment* activities.

- Base budget pressures in Water Treatment and Supply Service are primarily due to:
  - Increased utility costs and costs of other materials and supplies totaling $2.984 million, which are mostly related to higher usage of power and chemicals in *Water Treatment* plants.
  - Annualizations and other base changes of $ 3.786 million, due to higher costs and increased volumes of utility cut repair work, contribution to fleet reserve and other contributions and transfers, as well as legislative requirements for Ontario One Call Program related to *Water Distribution Activity*, and increased *Wastewater Treatment* cost.
- To help mitigate the base pressures, the service was able to achieve savings through annualized impact of previous approvals including backflow prevention reporting fee revenue ($0.179 million) and reduction in water production costs based on 2015 actual cost review ($0.561 million). There are also additional revenues ($0.628 million), mostly from sale of water to the Region of York.
- In addition, the service used various strategies that resulted in savings of $3.886 million mainly due lower costs of chemicals and deferral of the District Operations restructuring, as well as operating cost savings from the implementation of AMR project. Base revenue changes from user fees ($0.120 million) and efficiencies of $0.327 million) also contributed towards offsetting 2016 base pressures resulting in an overall decrease of operating costs for this service compared to the 2015 approved budget.

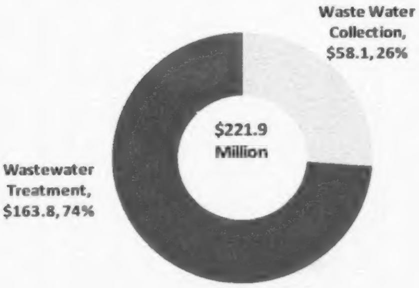
Wastewater Collection & Treatment


Wastewater Collection & Treatment
Wastewater Collection
Wastewater Treatment

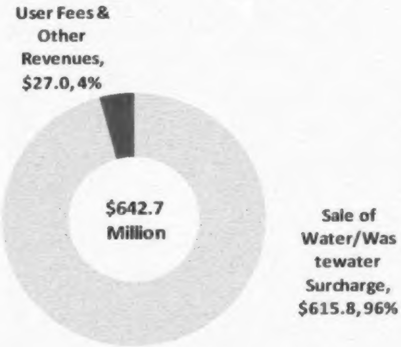
What We Do

- Collect and treat wastewater in a safe, responsible manner in accordance with all legislated requirements.

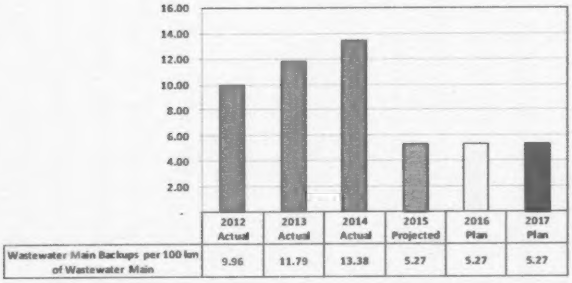
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Wastewater Main Backups per 100 km Wastewater Main



	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Plan	2017 Plan
Wastewater Main Backups per 100 km of Wastewater Main	9.96	11.79	13.38	5.27	5.27	5.27

- 2012 -2014 rising trend was impacted by severe storms causing wastewater capacity constraints
- 2015 aggressive target was determined in 2014
- 2016 -2017 plan is to maintain wastewater main backups and repair levels of typical climate years

2016 Service Levels

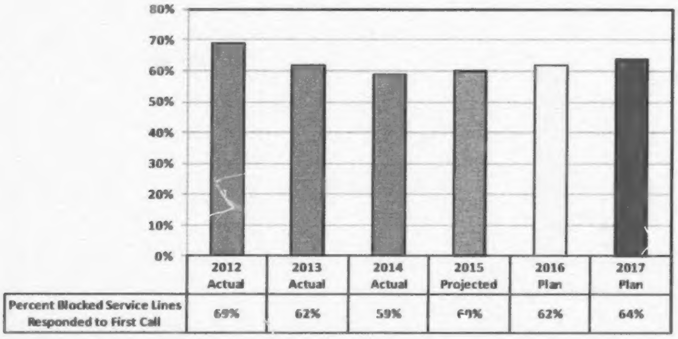
Wastewater Collection & Treatment

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Wastewater Collection	Lateral Connection	Approved	Basement flooding being reduced through capital investment			Basement flooding being reduced through capital investment
	Wastewater Collection System	Approved	5.27 mainline backups per 100 km of pipe			5.27 mainline backups per 100 km of pipe
Wastewater Treatment	Solids Management	Approved	Consistently meeting compliance limits in Nutrient Management Act			Consistently meeting compliance limits in Nutrient Management Act
	Wastewater Treatment Plants	Approved	In compliance with all applicable legislation			In compliance with all applicable legislation
	Wastewater Pumping Stations	Approved	Meeting legislative compliance			Meeting legislative compliance

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Service Performance

Percent Blocked Service Lines Responded to First Call



- 2013 -2014 stable trend while tracking blocked sewers first call response
- 2015 target was based on demonstrated performance
- 2016 -2017 plan is to continue improving blocked sewer customer service and first call response

Table 3

2016 Service Budget by Activity

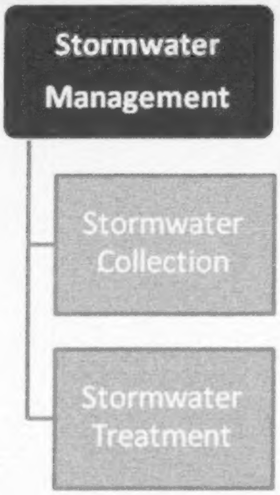
	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Waste Water Collection	59,694.9	59,855.0	(1,713.6)	58,141.4	(1,553.6)	(2.6%)		**58,141.4**	(1,553.6)	(2.6%)	1,308.5	2.3%		
Wastewater Treatment	158,745.0	165,212.0	(1,417.6)	163,794.4	5,049.4	3.2%		**163,794.4**	5,049.4	3.2%				
Total Gross Exp.	218,439.9	225,067.0	(3,131.2)	221,935.8	3,495.9	1.6%		**221,935.8**	3,495.9	1.6%	1,308.5	0.6%		
REVENUE														
Waste Water Collection	147,124.1	158,005.2	47.1	158,052.3	10,928.2	7.4%		**158,052.3**	10,928.2	7.4%				
Wastewater Treatment	451,458.0	484,613.8	64.9	484,678.7	33,220.7	7.4%		**484,678.7**	33,220.7	7.4%				
Total Revenues	598,582.1	642,619.0	112.0	642,731.0	44,148.9	7.4%		**642,731.0**	44,148.9	7.4%				
CAPITAL CONTRIBUTION														
Waste Water Collection	87,429.2	101,671.7	(1,760.7)	99,910.9	12,481.7	14.3%		**99,910.9**	(12,481.7)	(14.3%)	(1,308.5)	-1.3%		
Wastewater Treatment	292,713.1	322,366.9	(1,482.5)	320,884.3	28,171.2	9.6%		**320,884.3**	(28,171.2)	(9.6%)				
Total Capital Contribution	380,142.3	424,038.5	(3,243.3)	420,795.2	40,653.0	10.7%		**420,795.2**	(40,653.0)	(10.7%)	(1,308.5)	0.3%		
Approved Positions	847.1	856.3	(0.3)	856.0	8.9	1.0%		**856.0**	8.9	1.0%		0.0%		

The 2016 Operating Budget for Wastewater Collection & Treatment is $221.936 million gross and $642.731 million in revenue, resulting in a $420.795 million in a capital-from-current contribution. It reflects an increase of $3.496 million or 1.6% over the 2015 Approved Budget gross expenditures and an increase of $40.635 million or 10.7% over the 2014 Approved Budget Capital Contribution.

The ***Wastewater Collection & Treatment Service*** collects and treats 415 billion liters of wastewater annually, in a safe, responsible manner in accordance with all legislated requirements. This service is provided through *Wastewater Collection* and *Wastewater Treatment* activities.

- Base budget pressures in Wastewater Collection & Treatment Service are primarily due to:
  - Increased utility costs and costs of other materials and supplies totaling $3.151 million, which are mostly related to higher usage of power and chemicals in *Wastewater Treatment* plants.
  - Annualizations and other base changes of $5.520 million, due to higher costs and increased volumes of utility cut repair work, contribution to fleet reserve and other contributions and transfers, operating impact of previously completed capital projects, as well as legislative requirements resulting from Federal Wastewater Systems Effluent and Odour Control Regulations .
- To help mitigate the base pressures, the service was able to achieve savings through annualized impact of previous approvals including backflow prevention reporting fee revenue ($0.124 million) and reduction in salary and benefit costs based on 2015 actual cost review ($0.239 million).
- In addition, the service used various strategies that resulted in savings of $3.243 million mainly due lower costs of chemicals and deferral of the District Operations restructuring. Base revenue changes from user fees ($0.112 million) and efficiencies of ($0.330 million) also contributed towards offsetting 2016 base pressures resulting in an overall increase of operating costs for this service compared to the 2015 approved budget.

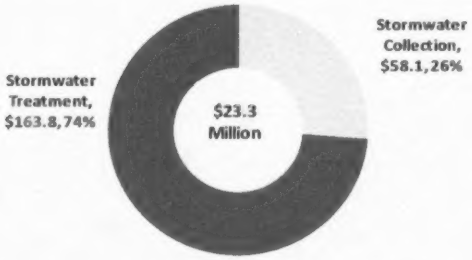
Stormwater Management



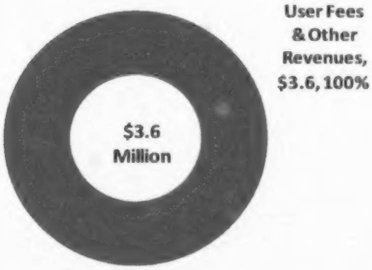
What We Do

- Collect and treat stormwater in a safe, responsible manner in accordance with all legislated requirements.

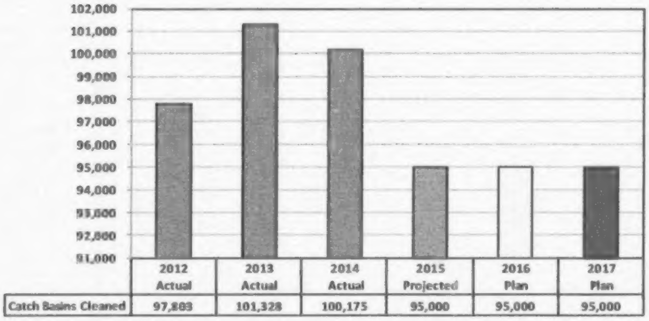
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Catch Basins Cleaned



	2012 Actual	2013 Actual	2014 Actual	2015 Projected	2016 Plan	2017 Plan
Catch Basins Cleaned	97,803	101,328	100,175	95,000	95,000	95,000

- 2012 -2014 stable trend with high effort in cleaning catch basins to improve stormwater collection
- 2015 target is to continue catch basin cleaning while continuing linear system preventative maintenance
- 2016-2017 plan is to maintain linear catch basin cleaning to target levels

2016 Service Levels

Stormwater Management

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Stormwater Collection	Stormwater Collection System	Approved	Cost of storm pipes maintained is $1232/km			Cost of storm pipes maintained is $1232/km
	Stormwater Storage Facilities	Approved	Meeting all Certificate of Approval requirements			Meeting all Certificate of Approval requirements
Stormwater Treatment	Stormwater Treatment Facilities	Approved	Meeting all Certificate of Approval requirements			Meeting all Certificate of Approval requirements
	Stormwater Conveyance & Control System	Approved	Meeting all Certificate of Approval requirements			Meeting all Certificate of Approval requirements

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Stormwater Collection	16,844.1	16,968.4	(356.2)	16,612.2	(231.9)	(1.4%)		**16,612.2**	(231.9)	(1.4%)	236.2	1.4%		
Stormwater Treatment	6,428.4	6,743.5	(10.1)	6,733.4	305.1	4.7%		**6,733.4**	305.1	4.7%				
Total Gross Exp.	23,272.5	23,711.9	(366.2)	23,345.6	73.1	0.3%		**23,345.6**	73.1	0.3%	236.2	1.0%		
REVENUE														
Stormwater Collection	2,554.8	2,613.5	11.0	2,624.5	69.7	2.7%		**2,624.5**	69.7	2.7%				
Stormwater Treatment	926.9	929.9		929.9	3.0	0.3%		**929.9**	3.0	0.3%				
Total Revenues	3,481.7	3,543.4	11.0	3,554.4	72.6	2.1%		**3,554.4**	72.6	2.1%				
NET EXP.														
Stormwater Collection	(14,289.3)	(13,620.5)	(367.2)	(13,987.7)	301.6	(2.1%)		**(13,987.7)**	(301.6)	2.1%	(236.2)	1.7%		
Stormwater Treatment	(5,501.5)	(5,793.5)	(10.1)	(5,803.6)	(302.1)	5.5%		**(5,803.6)**	302.1	(5.5%)				
Total Net Exp.	(19,790.8)	(19,414.0)	(377.2)	(19,791.3)	(0.5)	0.0%		**(19,791.3)**	0.5	(0.0%)	(236.2)	1.2%		
Approved Positions	133.4	131.3	(0.1)	131.2	(2.2)	(1.6%)		**131.2**	(2.2)	(1.6%)		0.0%		

The 2016 Operating Base Budget for Stormwater Management Service is $23.346 million gross. It reflects an increase of $0.073million or 0.3% over the 2015 Approved Budget gross expenditures. Stormwater Management service does not generate any capital-from current contribution as its revenues are not sufficient to cover gross expenditures for this service. $19.791 million in Water Treatment & Supply and Wastewater Collection & Treatment revenues that would otherwise be directed to capital-from-current contributions are required to support the Stormwater Management service operating requirements.

The ***Stormwater Management Service*** protects private property and the environment from stormwater runoff. This service is provided through *Stormwater Collection* and *Stormwater Treatment* activities.

- Base budget pressures in Stormwater Management Service are primarily due to:
  - ➢ Annualizations and other base changes of $0.814 million, due to higher costs and increased volumes of utility cut repair work, contribution to fleet reserve and other contributions and transfers such as contribution to the TRCA's soil erosion projects and operating impact of previously completed capital projects.
- To help mitigate the base pressures, the service was able to achieve savings through annualized impact of previous approvals including backflow prevention reporting fee revenue ($0.027 million) and reduction in salary and benefit costs based on 2015 actual cost review ($0.017 million).
- In addition, the service benefited from various strategies that resulted in savings of $0.377 million deferral of the District Operations restructuring. Base revenue changes from user fees ($0.011 million) and efficiencies of ($0.055 million) also contributed towards offsetting 2016 base pressures resulting in an overall increase of operating costs for this service compared to the 2015 approved budget.

Toronto Water

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Water is responsible for water treatment and supply; wastewater collection and treatment; and stormwater management across the City. It services 3.4 million residents and businesses in Toronto and portions of York and Peel Region.

Toronto Water has stewardship of an inventory of capital assets valued at $28.363 billion. Toronto Water maintains two categories of capital assets, linear infrastructure, such as distribution (5,524 km) and transmission (550 km) watermains, sanitary (3,716 km), combined (1,411 km) and storm (4,962 km) sewers; and facilities/plant assets such as water filtration (4) and waste water treatment plants (4), water (18) and wastewater pumping stations (84), reservoirs, storage and detention tanks.

State of Good Repair (SOGR) projects remain a priority given the significant backlog in infrastructure renewal, with considerable funding also included in the 2016-2025 Capital Budget and Plan for investments in Basement Flooding Protection and Wet Weather Flow Master Plan projects.

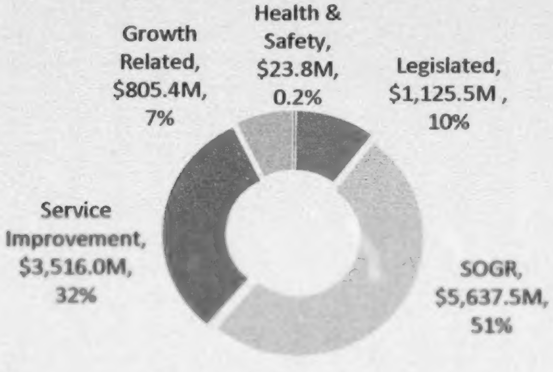
2016 Capital Budget Highlights

The 2016 Capital Budget for Toronto Water of $801.083 million, excluding carry forward funding, will:

- ✓ Continue state of good repair projects to address infrastructure renewal such as Watermain Replacement and Rehabilitation ($115.818 million), Sewer System Replacement and Rehabilitation ($75.442 million) and Trunk Sewer and Pumping Station projects ($34.185 million).
- ✓ Continue Basement Flooding Protection projects ($67.754 million), implementation of the Wet Weather Flow Master Plan ($32.374 million), and Erosion Control projects ($10.364 million).
- ✓ Continue to provide funding for the TRCA erosion control projects including critical erosion sites ($11.971 million).

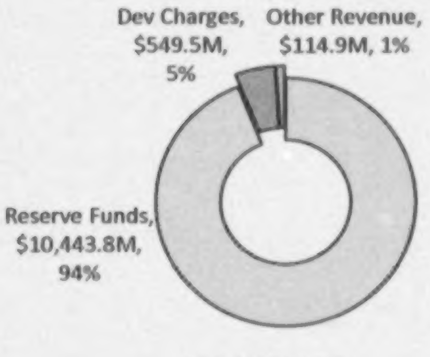
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$11.108 Billion

2016-2025 Capital Budget and Plan by Funding Source ($Ms)



$11.108 Billion

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $11.108 billion provides funding for:

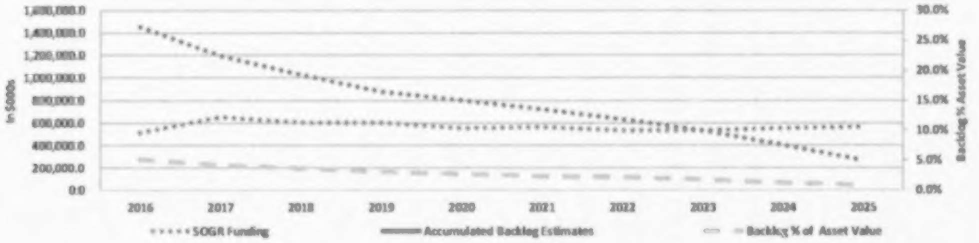
- Approximately $6.787 billion or 61% of total funding for on-going state of good repair projects (including health and safety) for linear infrastructure and treatment facilities that are the primary focus of the 10-Year Capital Plan.
- The remaining funding of $4.321 billion or 39% of total funding is for Service Improvement and Growth Related projects. The most significant undertakings are the Basement Flooding Protection Program to reduce the risk of future flooding from extreme storm events ($1.638 billion) and Wet Weather Flow Master Plan to improve water quality and city's environments ($1.141 billion).

Where does the money come from?

- The 10-Year Capital Plan is funded primarily from the Program's capital reserves, which account for approximately 94% of financing sources or $10.444 billion.
  - ➢ Over the 10-year planning horizon, Toronto Water continues to be 100% self-sustaining requiring no debenture financing and having no impact on the municipal property tax levy.
- Other sources of funding, such as development charges for growth related projects and capital cost sharing with York Region represent the remaining 6% or $664.4 million of total capital financing.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $5.638 billion for State of Good Repair projects to address the backlog. The SOGR backlog is $1.623 billion and, as a % of asset replacement value, will decrease from 5.1% in 2016 to 0.8% in 2025, virtually eliminating the Program's backlog.



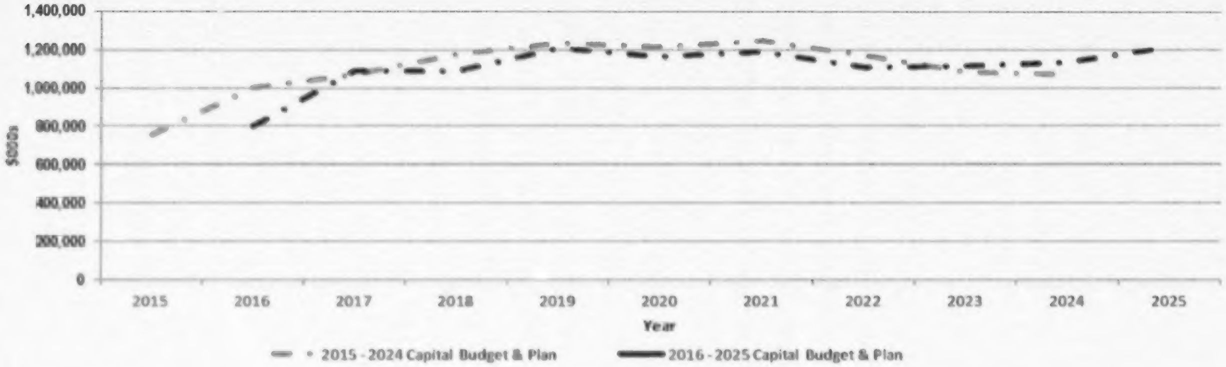
Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $96.809 million in capital funding from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $96.809 million or 0.9% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1

Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	756,640	1,001,027	1,067,880	1,175,867	1,234,304	1,211,437	1,245,351	1,168,485	1,079,178	1,071,300		11,011,469
2016 - 2025 Capital Budget & Plan		801,083	1,091,037	1,086,903	1,208,050	1,164,159	1,189,890	1,106,964	1,114,970	1,129,835	1,215,387	11,108,278
Change %		(20.0%)	2.2%	(7.6%)	(2.1%)	(3.9%)	(4.5%)	(5.3%)	3.3%	5.5%		0.9%
Change $		(199,944)	23,157	(88,964)	(26,254)	(47,278)	(55,461)	(61,521)	35,792	58,535		96,809

As made evident in the chart above, the $96.809 million increase in the Capital Program reflects the deferral of approximately $479 million in various capital projects to the outer years of the 10-Year Capital Plan.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the recommended $361.938 million decrease in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Toronto Water's capital projects based on the following factors:

- Currently, there appears to be a limited capacity of the construction industry to deliver projects across the City, resulting in higher unit rates for linear structure replacement projects. In order to accommodate escalating construction prices, Toronto Water had to re-assess the priority and renewal strategy of projects.
- The continuing downward trend in water consumption over the last decade, in spite of population growth, has resulted in project deferrals in order to align the 10-Year Capital Program with available funding as calculated by the Water and Wastewater Rate Model, and to ensure positive reserve balances during major capital spending years.
- Changes have also been made based on updated schedules for coordinated and sequenced delivery of the projects requiring large capital funding, as well as new condition assessments; and
- The need to realign Toronto Water 2016 Capital Budget with historical spending rates.

The following table provides details by project category within the 2016 – 2025 Capital Budget and Plan for Toronto Water:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair (Including Health & Safety and Legislated Projects)													
Watermain Rehabilitation (Cleaning & Lining)		53,460	63,866	66,418	64,337	65,322	69,150	69,638	71,118	70,838	70,243	**664,390**	
Watermain Replacement		62,358	80,438	84,662	88,000	95,000	95,000	95,000	95,000	95,000	95,000	**885,458**	
Water Service Replacement		48,250	41,506	40,796	34,242	36,880	37,070	37,265	34,170	34,335	34,335	**378,849**	
Sewer System Rehabilitation		57,163	53,250	55,031	56,000	53,250	58,395	60,136	60,886	59,986	60,136	**574,233**	
Sewer Replacement Program		18,279	31,603	36,692	36,786	40,000	45,000	45,000	45,000	45,000	45,000	**388,360**	
Linear Infrastructure Engineering		56,031	70,362	70,995	73,755	72,514	63,127	62,148	58,281	63,635	65,023	**655,871**	
Transmission Watermains		14,324	21,366	6,294	2,366	2,319	5,250	5,250	5,250	5,250	5,250	**72,919**	
FJ Horgan Water Treatment Plant	203,289	2,420	2,781	2,600	550	1,027	785	684	202	202	200	**11,451**	214,740
Island Water Treatment Plant		6,414	15,794	14,135	3,837	4,435	1,955	535	385	525	375	**48,390**	
RC Harris Water Treatment Plant		12,878	17,517	8,903	1,273	1,850	1,200	11,150	11,500	11,500	12,550	**90,321**	
RL Clark Water Treatment Plant		9,630	23,464	13,275	1,624	210	150	150	150	150	150	**48,953**	
Trunk Sewer & Sewage Pumping Stations		34,185	29,074	32,440	32,781	25,379	25,110	24,100	35,100	32,100	35,100	**305,369**	
Ashbridges Bay Wastewater Treatment Plant (ABTP)		96,060	149,357	156,649	246,775	226,320	213,073	188,618	121,898	95,619	84,990	**1,579,359**	
Highland Creek Wastewater Treatment Plant (HCTP)		45,504	50,634	35,331	25,928	5,715	4,350	14,850	25,350	27,780	20,100	**255,542**	
Humber Wastewater Treatment Plant (HTP)		36,634	73,258	56,590	54,026	49,448	50,191	7,825	17,319	16,575	36,425	**398,291**	
Stream Restoration & Erosion Control		10,364	17,384	20,102	17,387	8,615	4,236	10,790	15,890	13,830	11,330	**129,928**	
Other Projects		18,979	39,989	40,198	36,055	31,045	33,244	20,481	23,085	27,385	28,735	**299,196**	
Sub-Total	**203,289**	**582,933**	**781,643**	**741,111**	**775,722**	**719,329**	**707,286**	**653,620**	**620,584**	**599,710**	**604,942**	**6,786,880**	**214,740**
Service Improvements													
Basement Flooding Relief		67,754	114,074	166,008	179,958	180,313	184,117	189,090	18[illegible]	188,440	180,194	**1,638,388**	
Wet Weather Flow Implementation Projects		32,374	30,570	26,148	45,660	65,110	66,410	81,207	152,891	155,988	211,860	**868,218**	
TRCA SWM Funding & Land Acquisition for Source Water Protection		11,971	13,160	12,782	13,991	14,104	14,219	14,337	15,958	16,082	16,209	**142,813**	
Water Treatment Plant - Plantwide		1,700	1,550	6,525	11,645	27,025	21,820	26,905	15,315	22,760	30,900	**166,145**	
Highland Creek Wastewater Treatment Plant - Solids & Gas Handling		3,075	16,222	19,730	57,032	74,903	93,695	36,285	20,250	16,000		**337,192**	
Ashbridges Bay Wastewater Treatment Plant - Liquid Treatment & Handling		1,770	1,685	3,450	4,655	480	5,580	5,600	1,000	20,000	42,000	**86,220**	
Business & Technology Improvements		11,859	14,637	15,738	16,528	11,461	4,895	2,664	2,734	2,769	2,714	**85,999**	
Water Meter Program (AMR)	199,273	8,299	6,980	2,000	915	545						**18,739**	218,012
Other Projects		22,115	39,388	21,977	17,184	10,415	7,855	7,505	7,005	7,505	31,305	**172,254**	
Sub-Total	**199,273**	**160,917**	**238,266**	**274,358**	**347,568**	**384,356**	**398,591**	**363,593**	**403,593**	**429,544**	**515,182**	**3,515,968**	**218,012**
Growth Related													
New Service Connections		27,100	27,000	12,601	27,254	27,411	27,574	27,741	27,913	28,091	28,273	**260,958**	
New Sewer Construction		5,740	7,630	8,680	11,180	1,000	9,000	9,000	9,000	9,000	9,000	**79,230**	
Trunk Sewer & Sewage Pumping Stations		850	753		1,000	5,500	9,000	11,000	11,000	26,000	26,000	**91,103**	
Trunk Watermains		600	3,654	13,450	12,973	5,171	15,220	20,200	22,500	18,220	12,320	**124,308**	
Lawrence Allan Revitalization Plan		4,813	6,765	13,272	5,506							**30,356**	
Regent Park Capital Contribution		2,356	596	1,391	812	44	71	40				**5,310**	
Other Projects		15,774	24,730	22,040	26,035	21,348	23,148	21,770	20,380	19,270	19,670	**214,165**	
Sub-Total		**57,233**	**71,128**	**71,434**	**84,760**	**60,474**	**84,013**	**89,751**	**90,793**	**100,581**	**95,263**	**805,430**	**-**
Total Expenditures by Category (excluding carry forward)	**402,562**	**801,083**	**1,091,037**	**1,086,903**	**1,208,050**	**1,164,159**	**1,189,890**	**1,106,964**	**1,114,970**	**1,129,835**	**1,215,387**	**11,108,278**	**432,752**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Basement Floofing Relief			100.0								100.0		100.0	
CCTV Inspection	177.5	1.0	86.7	1.0							264.2	2.0	264.2	2.0
SWM End of Pipe Faalities - North Toronto	228.9	1.0									228.9	1.0	228.9	1.0
Humber River WWTP - Cogeneration Upgrades	(360.0)		(604.6)	4.0							(964.6)	4.0	(964.6)	4.0
Highland Creek WWTP - Solids & Gas Handling	63.0		52.0								115.0		115.0	
Ashbridges Bay WWTP - P Building	150.0										150.0		150.0	
Ashbridges Bay WWTP - Process & Equipment	102.9	1.0									102.9	1.0	102.9	1.0
Ashbridges Bay WWTP - Aeration Tanks	143.2	1.0									143.2	1.0	143.2	1.0
Transmission Operations Optimizer	107.3	1.0									107.3	1.0	107.3	1.0
Sewer Replacement - Waterfront			240.0	2.0	240.0	2.0					480.0	4.0	480.0	4.0
Laboratory Equipment (Warranty Expiry)	10.0										10.0		10.0	
Automated Meter Reading System	(312.9)	(17.0)									(312.9)	(17.0)	(312.9)	(17.0)
New Projects - Future Years														
Operating Impact of Capital - Business System Improvements	35.0										35.0		35.0	
Humber WWTP - New Substation			105.0	1.0							105.0	1.0	105.0	1.0
Water Treatment Taste Odour					760.0		3,000.0				3,760.0		3,760.0	
Water Treatment UV Disinfection													575.0	
Ashbridges Bay WWTP - Effluent System									2,504.0		2,504.0		2,504.0	
SWM End of Pipe Faalities - Etobicoke Waterfront													50.0	1.0
Wet Weather Flow Master Plan							115.0	1.0			115.0	1.0	115.0	1.0
Total (Net)	**344.9**	**(12.0)**	**(20.9)**	**8.0**	**1,000.0**	**2.0**	**3,115.0**	**1.0**	**2,504.0**		**6,943.0**	**(1.0)**	**7,568.0**	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $7.568 million net over the 2016 – 2025 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- *Year 2016:* An increase in operating costs of $0.345million. Savings resulting from the implementation of Automated Meter Reading ($0.313 million) and of the cogeneration facility upgrades at the Humber Wastewater Treatment Plant ($0.360 million) will partially offset increased operational costs of other previously approved projects, for salaries, benefits, chemicals, energy, utilities, and contracted services, at the Ashbridges Bay and Highland Creek Wastewater Treatment plants.
    - There will also be a need for 2 additional positions at the Ashbridges Bay Treatment Plant. One position each is required for the water services transmission optimization, linear infrastructure inspection scans (CCTV) and the North Toronto CSO facility. There will however be a reduction of 17 positions from the implementation of the Automated Meter Reader System, resulting in a net decrease of 12 positions.
- *Year 2017:* A decrease in operating costs in the amount of $0.021 million. Savings resulting from the implementation of the cogeneration facility upgrades at the Humber Wastewater Treatment Plant ($0.605 million) will partially offset operating impact of other capital projects such as Waterfront/ East Bay project and the Humber Wastewater Treatment Plant new substation.

  - 5 new positions will be needed at the Humber Wastewater Treatment Plant. Another 2 positions are needed for the sewer replacement requirements at the Waterfront/East Bay project and one position for the linear infrastructure inspection scans (CCTV).

- *Year 2018:* Additional operating costs of $1.0 million are anticipated from the implementation of the Water Treatment Taste Odour projects ($0.760 million) and Waterfront/East Bay project ($0.240 million).

  - In order to maintain new infrastructure resulting from the Waterfront/East Bay project implementation, 2 additional positions will be required.

- Years: 2019, 2020 and 2021. The operating cost increase is comprised of funding to sustain the following capital projects :

  - Wet Weather Flow Master Plan projects including the future storm water and combined sewer overflow management End of Pipe Facilities projects at North Toronto and Etobicoke Waterfront - $0.115 million and $0.050 million in 2019 and 2021 respectively, including addition of one position for the later.
  - Water Treatment Taste and Odour projects - $3.0 million in 2019.
  - Ashbridges Bay WWTP effluent system upgrades - $2.504 million in 2020.
  - Water Treatment UV Disinfection projects - $0.287 million in each 2021 and 2022.

Transportation Services

2016 OPERATING BUDGET OVERVIEW

Transportation Services strives to be a leader in providing safe, efficient and effective transportation solutions to serve the needs of our residents, businesses and visitors in an environmentally, socially and economically prudent manner through planning, engineering, designing, maintaining and operating the City's municipal transportation system.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $388.491 million gross and $207.622 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	350,356.5	388,491.2	38,134.7	10.9%
Gross Revenues	142,839.6	180,869.3	38,029.6	26.6%
Net Expenditures	**207,516.9**	**207,621.9**	**105.0**	**0.1%**

For 2016, Transportation Services identified $4.014 million in opening budget pressures arising from increased costs in contracts (primarily winter maintenance contracts), traffic signal studies, street lighting and communications, and decreases in various revenues. The Program was able to offset all the opening pressures through $4.159 million in expenditure reductions, revenue increases and service efficiencies while maintaining their level of service in 2016 and providing for an enhanced level of winter maintenance.

Fast Facts

- Maintain approx. 5,600 km of roads, 8,000 km of sidewalks and 130 km of Expressways
- Manage 2,284 Traffic Control Signals
- Maintain 970 Bridges and Culverts, 842 km of cycle network (tracks, bike lanes, trails and signed routes)

2016 Operating Budget Highlights

- The 2016 Operating Budget for Transportation Services of $388.491 million in gross expenditures provides funding for three services, Road & Sidewalk Management, Transportation Safety & Operations and Permits & Applications.
- The Program essentially kept the 2016 Budget at the 2015 Approved Budget level through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going savings including line-by-line reductions ($1.957 million) and efficiency savings / productivity gains ($1.338 million);
  - ✓ Stable revenue adjustments to user fees ($0.864 million); and
  - ✓ The -1% budget target was not achieved given the escalation in winter maintenance costs. Any further reductions would negatively impact the Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, Transportation Services accomplishments included the following:

Road and Sidewalk Management

- ✓ Continued the StART pilot project to evaluate graffiti vandalism removal and develop strategies
- ✓ Installed new pieces of street furniture, including benches, shelters, and bike rings
- ✓ Worked with community partners to implement street art murals / utility box wraps across the city
- ✓ Enhanced funding to accelerate sidewalk repairs across the City (5000 bays in each District).

Transportation Safety and Operations

- ✓ Installed 23 backup power for traffic signals at numerous critical intersections throughout the City
- ✓ Installed accessible pedestrian signals (APS) to aid visually impaired pedestrians
- ✓ Retimed 2391 traffic signals to improve traffic flow on priority corridors
- ✓ Worked with police on periodic enforcement blitzes to limit illegal stopping, parking and standing on key arterials and in the downtown
- ✓ Extended "No Stopping" hours in the downtown core on Dundas Street, Queen Street as well as on College/Carleton Streets (revise to include new streets added in 2015)
- ✓ Designed and piloted a new way-finding signage system

Permits and Applications

- ✓ Implemented new street occupancy guidelines and fees to minimize lane closures due to construction

Our Service Deliverables for 2016

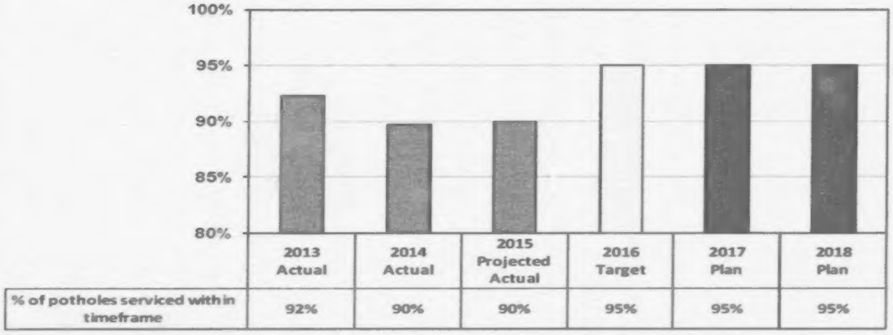
The 2016 Operating Budget will fund the Program's ability to:

- Implement strategies to minimize lane closures due to construction through accelerated schedules, improved coordination, more stringent permit timelines and enforcement.
- Implement projects to support the operation of surface transit routes with the objective of using low-cost solutions to provide faster and more convenient transit service.
- Accelerate the implementation of planned cycling infrastructure.
- Continue to enhance the public realm through increased street furniture deployment, graffiti removal, street art installations and beautification of abandoned spaces.
- Use preventative maintenance techniques to improve infrastructure quality and extend lifespan.
- Continue the 'Leaders of Tomorrow' program to develop future leaders within the Division, addressing the high rate of management-level employees eligible for retirement.
- Implement acceleration of sidewalk repairs.

Trends

- Transportation Infrastructure is repaired and maintained to provide safe vehicular, transit, pedestrian and cycling movement.
- 90% of potholes were serviced within timeframes in 2014, reflecting a slight reduction from 2012 and 2013 in part due to the impact of the severe winter in 2014.
- In 2015, Transportation Services is projecting to maintain 90% of potholes being serviced within timeframes.
- In 2016, Transportation Services is targeting 95% of potholes being serviced within timeframes and anticipates maintaining that level in the future.

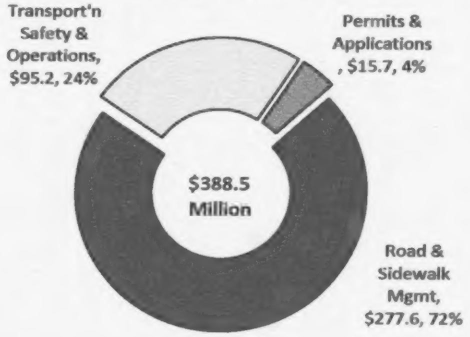
% of Potholes Serviced within Timeframe



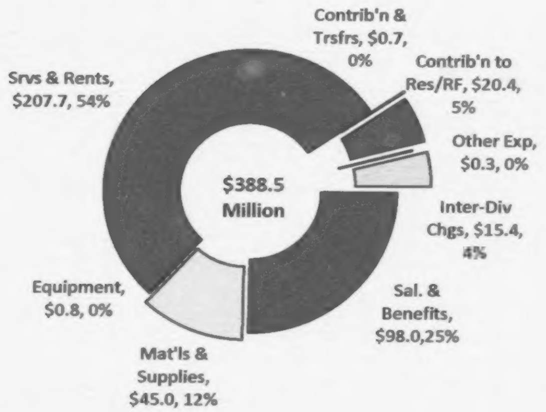
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

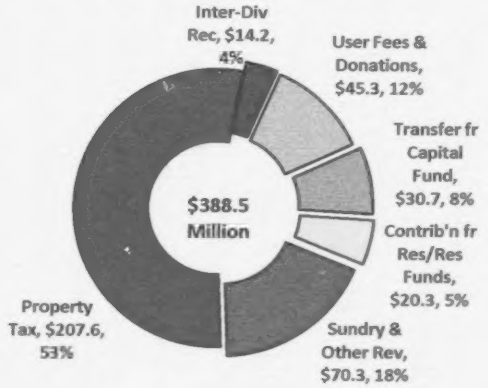


2016 Budget by Expenditure Category



Where the money comes from:

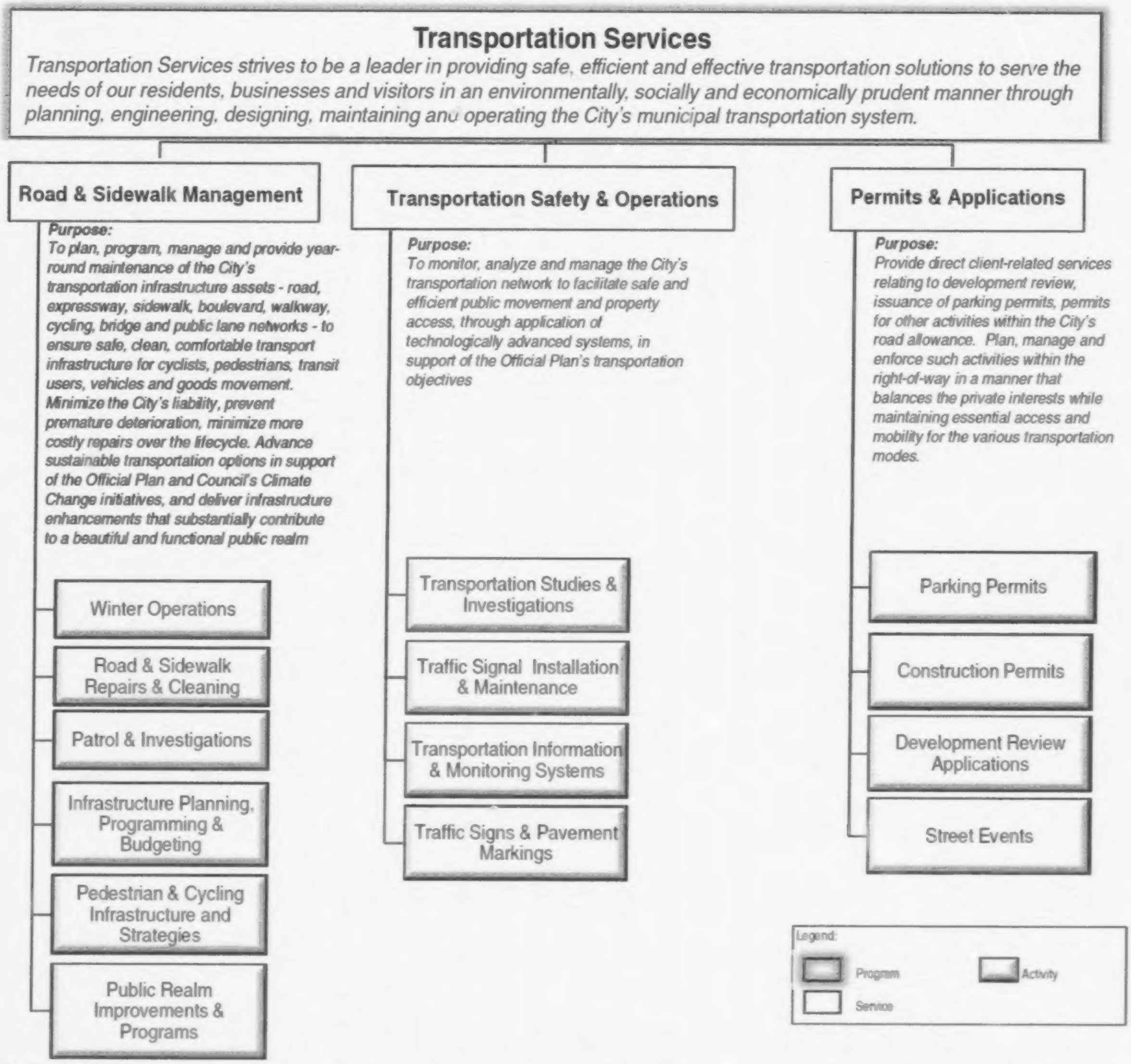
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Management of Traffic Congestion** – The demands on the City's road network continue to increase, resulting in traffic congestion.
  - ✓ Complete traffic signal coordination studies to reduce delays and improve travel time reliability along City arterials by coordinating traffic signals.
  - ✓ Install additional traffic monitoring cameras and electronic signage.
  - ✓ Utilize emerging technologies and sources of data to examine traffic and congestion issues through the Big Data Team.
- **Winter Maintenance Costs** - Increase of $10.765 million in 2016.
  - ✓ Additional funding to maintain existing service levels and provide the enhanced level of winter maintenance approved by Council.
  - ✓ One-time contribution from the Winter Maintenance Contribution Reserve Fund of $4 million helps stabilize cost pressure (established in 2014 to be used in contract years to mitigate the impact of cost escalation).
- **Cycling Infrastructure** – The demands for additional cycling infrastructure and cycling strategies continue to grow.
  - ✓ 2 Project Managers in the Cycling Infrastructure Unit being added to increase delivery of cycling network Capital Projects.
  - ✓ 2 positions being added to create and implement a bicycle parking strategy; increase the supply of ring-and-post bicycle parking and replace substandard rings.

Program Map



Transportation Services

Transportation Services strives to be a leader in providing safe, efficient and effective transportation solutions to serve the needs of our residents, businesses and visitors in an environmentally, socially and economically prudent manner through planning, engineering, designing, maintaining and operating the City's municipal transportation system.

Road & Sidewalk Management

Purpose:
To plan, program, manage and provide year-round maintenance of the City's transportation infrastructure assets - road, expressway, sidewalk, boulevard, walkway, cycling, bridge and public lane networks - to ensure safe, clean, comfortable transport infrastructure for cyclists, pedestrians, transit users, vehicles and goods movement. Minimize the City's liability, prevent premature deterioration, minimize more costly repairs over the lifecycle. Advance sustainable transportation options in support of the Official Plan and Council's Climate Change initiatives, and deliver infrastructure enhancements that substantially contribute to a beautiful and functional public realm

- Winter Operations
- Road & Sidewalk Repairs & Cleaning
- Patrol & Investigations
- Infrastructure Planning, Programming & Budgeting
- Pedestrian & Cycling Infrastructure and Strategies
- Public Realm Improvements & Programs

Transportation Safety & Operations

Purpose:
To monitor, analyze and manage the City's transportation network to facilitate safe and efficient public movement and property access, through application of technologically advanced systems, in support of the Official Plan's transportation objectives

- Transportation Studies & Investigations
- Traffic Signal Installation & Maintenance
- Transportation Information & Monitoring Systems
- Traffic Signs & Pavement Markings

Permits & Applications

Purpose:
Provide direct client-related services relating to development review, issuance of parking permits, permits for other activities within the City's road allowance. Plan, manage and enforce such activities within the right-of-way in a manner that balances the private interests while maintaining essential access and mobility for the various transportation modes.

- Parking Permits
- Construction Permits
- Development Review Applications
- Street Events

Legend:
Program
Activity
Service

Service Customer

Road & Sidewalk Maintenance
- Cyclists
- Pedestrians
- Transit providers and passengers
- Taxis
- Goods Movement Service Providers
- Emergency Services
- Drivers and vehicle occupants
- Residents
- Businesses
- Design Professionals
- Utility Companies.
- Visitors/Tourists

Transportation Operations & Safety
- Vehicle Operators and Passengers
- Cyclists
- Pedestrians
- Residents
- Businesses
- Visitors
- Public Transportation Operators / Customers
- Emergency Service Responders
- Commercial Vehicle Operators

Public Right-of-Way Management
- City Divisions
- Property owners
- Contractors
- Visitors
- Developers
- Utility Companies
- Citizens
- Business/Community groups

Table 1

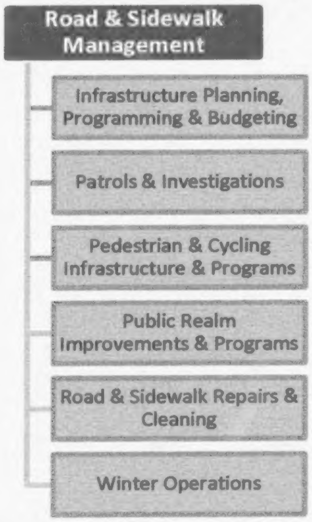
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Road & Sidewalk Management											
Gross Expenditures	244,362.1	250,185.6	276,565.0	1,035.9	277,600.9	33,238.8	13.6%	364.0	0.1%	798.1	0.3%
Revenue	98,621.9	99,535.5	131,753.5	1,035.9	132,789.4	34,167.5	34.6%	(4,160.2)	(3.1%)	(123.0)	(0.1%)
Net Expenditures	145,740.2	150,650.1	144,811.5	-	144,811.5	(928.7)	(0.6%)	4,524.2	3.1%	921.1	0.6%
Transportation Safety & Operations											
Gross Expenditures	90,208.4	95,192.7	94,583.1	650.0	95,233.1	5,024.7	5.6%	(190.8)	(0.2%)	336.9	0.4%
Revenue	11,462.4	11,712.4	9,060.5	400.0	9,460.5	(2,001.9)	(17.5%)	(400.0)	(4.2%)		
Net Expenditures	78,746.0	83,480.3	85,522.5	250.0	85,772.6	7,026.6	8.9%	209.2	0.2%	336.9	0.4%
Permits & Applications											
Gross Expenditures	15,786.0	15,786.0	15,657.2	-	15,657.2	(128.8)	(0.8%)	103.7	0.7%	189.3	1.2%
Revenue	32,755.3	34,701.9	38,619.4	-	38,619.4	5,864.1	17.9%				
Net Expenditures	(16,969.3)	(18,915.9)	(22,962.2)	-	(22,962.2)	(5,992.9)	35.3%	103.7	(0.5%)	189.3	(0.8%)
Total											
Gross Expenditures	350,356.5	361,164.3	386,805.3	1,685.9	388,491.2	38,134.7	10.9%	277.0	0.1%	1,324.3	0.3%
Revenue	142,839.6	145,949.8	179,433.4	1,435.9	180,869.3	38,029.6	26.6%	(4,560.2)	(2.5%)	(123.0)	(0.1%)
Total Net Expenditures	207,516.9	215,214.5	207,371.9	250.0	207,621.9	105.0	0.1%	4,837.1	2.3%	1,447.3	0.7%
Approved Positions	1,113.3	1,037.5	1,115.0	8.0	1,123.0	9.7	0.9%	(3.0)	(0.3%)	(1.0)	-0.1%

The Transportation Services' 2016 Operating Budget is $388.491 million gross and $207.622 million net, representing a 0.1% increase from the 2015 Approved Net Operating Budget and includes reductions, efficiency savings / productivity gains and revenue adjustments in an effort to achieve the -1% reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures of $4.014 million are mainly attributable to increases in contract costs (primarily winter maintenance contracts), salary and benefits for union/non-union staff (progression pay, step increases, adjustments), traffic signal studies, street lighting costs, communications costs and decreases in various revenues.
- To more than offset the above pressures, the Program was able to achieve base expenditure changes, revenue changes and service efficiency savings of $4.159 million through line-by-line reviews of accounts, inflationary increases to user fees and an increase to budgeted gapping.
- New and enhanced services of $1.686 million gross and $0.250 million net are included to implement the bicycle parking strategy; address graffiti vandalism with street art; increase delivery of cycling infrastructure projects; implement the 30Km/h speed limit in the Toronto and East York District; and manage traffic at key intersections.
- Approval of the 2016 Operating Budget will result in Transportation Services increasing its total staff complement by 9.7 positions from 1,113.3 to 1,123.0.
- The 2017 and 2018 Plan reflects increases attributable to progression pay, step and other adjustments, as well as the reversal of a one-time contribution from the Winter Maintenance Contribution Reserve Fund in 2016 to help mitigate the increased winter maintenance costs resulting in increases of $4.837 million in 2017 and $1.447 million in 2018.

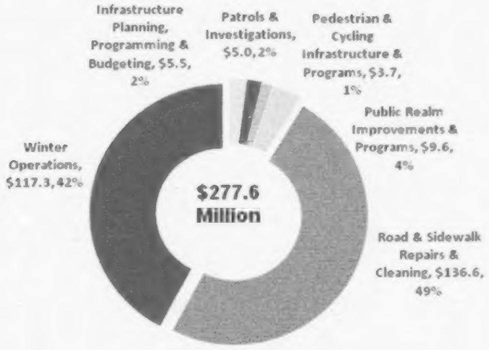
Road & Sidewalk Management


Road & Sidewalk Management
Infrastructure Planning, Programming & Budgeting
Patrols & Investigations
Pedestrian & Cycling Infrastructure & Programs
Public Realm Improvements & Programs
Road & Sidewalk Repairs & Cleaning
Winter Operations

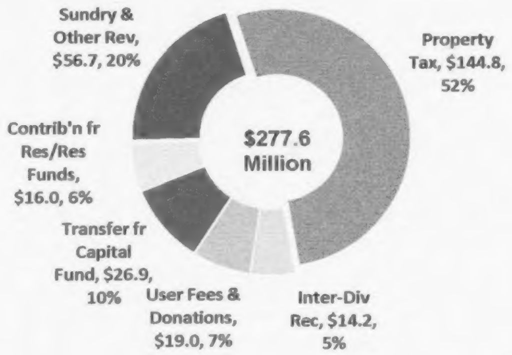
What We Do

- Plan, program, manage and provide year-round maintenance of the City's transportation infrastructure assets - road, expressway, sidewalk, boulevard, walkway, cycling, bridge and public lane networks – to ensure safe, clean, comfortable transport infrastructure for cyclists, pedestrians, transit users, vehicles and goods movement.
- Minimize the City's liability, prevent premature deterioration, minimize more costly repairs over the lifecycle.
- Advance sustainable transportation options in support of the Official Plan and Council's Climate Change initiatives, and deliver infrastructure enhancements that substantially contribute to a beautiful and functional public realm.

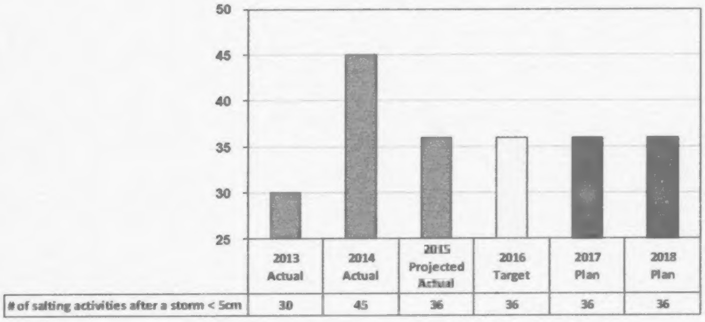
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



of salting activities after a storm < 5cm



- Transportation Services ensures safe transport infrastructure for cyclists, pedestrians, transit users, vehicles and goods movement.
- In 2014, the Program completed 45 salting activities after a storm < 5cm.
- Transportation Services is anticipating approximately 36 such events in 2015 and annually in future years.

2016 Service Levels

Road & Sidewalk Management

Activity	Type	Sub-Type	Service Levels			
			2013	2014	2015	2016
Winter Operations	Patrol		2400 km/day			2400 km/day
	De-Ice (dependent on snow volume)	Class 1 - Expressways	within 1-2 hrs after becoming aware that roadway is icy			within 1-2 hrs after becoming aware that roadway is icy
		Class 2 - Arterial	within 2-4 hrs after becoming aware that roadway is icy			within 2-4 hrs after becoming aware that roadway is icy
		Class 3 - Collectors	within 4-6 hrs after becoming aware that roadway is icy			within 4-6 hrs after becoming aware that roadway is icy
		Class 4 - Local	within 8-12 hrs after becoming aware that roadway is icy			within 8-12 hrs after becoming aware that roadway is icy
		Class 5 - Laneways	within 24 hrs after becoming aware that roadway is icy			within 24 hrs after becoming aware that roadway is icy
	Plough (Dependent on snow volume)	Class 1 - Expressways	within 2-3 hrs after becoming aware that snow accumulation depth is greater than 2.5cm			within 2-3 hrs after becoming aware that snow accumulation depth is greater than 2.5cm
		Class 2 - Arterial	within 6-8 hrs after becoming aware that snow accumulation depth is greater than 5cm			within 6-8 hrs after becoming aware that snow accumulation depth is greater than 5cm
		Class 3 - Collectors	within 8-10 hrs after becoming aware that snow accumulation depth is greater than 8cm			within 8-10 hrs after becoming aware that snow accumulation depth is greater than 8cm
		Class 4 - Local	within 14-16 hrs after becoming aware that snow accumulation depth is greater than 8cm			within 14-16 hrs after becoming aware that snow accumulation depth is greater than 8cm
	Snow removal (Dependent on snow volume)	Arterial / Collector / Local Roadway	2 weeks			2 weeks
		driveway windrow	18 hrs			18 hrs
		sidewalks / steps	13 hrs			13 hrs
		bus stops / PXO's / Ped Refuge Islands	48 hrs			48 hrs
		Bike trails	within 6 hrs			within 6 hrs
	Snow piled too high on boulevards	2 - Temporary	72 hours			72 hours
		3 - Permanent	60 days		21 days	21 days
	Bridge Salting/Sand	3 - Permanent	72 hours after storm			72 hours after storm
	Bus stops salting/sand & snow clearing	3 - Permanent	72 hours after storm			72 hours after storm
	Driveway blocked by windrow	3 - Permanent	72 hours after storm			72 hours after storm
	Laneway	3 - Permanent	60 days		10 days	10 days
	Plow damage - Road/Roadside	2 - Temporary	5 days			5 days
		3 - Permanent	12 months		6 months	6 months
	Plow damage - Boulevards	2 - Temporary	5 days			5 days
		3 - Permanent	12 months		6 months	6 months
	Road plowing required	3 - Permanent	36 hours after storm			36 hours after storm
	Road salting/sanding required	1 - Make Safe	24 hours			24 hours
	Road - Winter request/complaint	3 - Permanent	72 hours after storm			72 hours after storm
	Sidewalk Salting/Sand & Snow Clearing	3 - Permanent	72 hours after storm			72 hours after storm
	Snow removal - general	2 - Temporary	48 days			48 days
	Snow removal - school zone	3 - Permanent	7 days			7 days
	Snow removal - sightline problem	2 - Temporary	72 hours			72 hours
Road and Sidewalk Repairs and Cleaning	Asphalt Pothole		4-30 days - 90% of the time			4-30 days - 90% of the time
	Asphalt Repair Permanent		30-180 days			30-180 days
	Asphalt Boulevard Maintenance	2 - Temporary	5 days			5 days
		3 - Permanent	18 months		6 months	6 months
	Boulevards-Weed/Grass/Leaf Maintenance	3 - Permanent	5 weeks (4 weeks in season)			5 weeks (4 weeks in season)
	Boulevards-Pick-Up Shopping Carts	3 - Permanent	5 days			5 days
	Boulevards-Sinking	3 - Permanent	18 months		6 months	6 months
	Boulevards-Sod Damage/Replace	3 - Permanent	18 months		6 months	6 months
	Sodding		5 days - 18 months			5 days - 18 months
	Catch Basin-Blocked/Flooding	1 - Make Safe	24 hours			24 hours
		3 - Permanent	72 hours			72 hours
	Catch Basin-Damaged/Maintenance (Expressway)	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months			18 months
	Catch Basin-Mtce requested, cover missing/damaged/loose, etc	1 - Make Safe	24 hours			24 hours
		2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			4 years
	Catch Basin-Debris/Litter	1 - Make Safe	24 hours			24 hours
		3 - Permanent	72 hours			72 hours

Activity	Type	Sub-Type	Service Levels			
			2013	2014	2015	2016
Road and Sidewalk Repairs and Cleaning	Catch Basin Maintenance and Repair	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	4 years			4 years
	Roadside Drainage Catch Basin Cleaning Expressways		24 hrs - 18 months			24 hrs - 18 months
	Ditch Maintenance Grading and Repair	2 - Temporary	5 days			5 days
		3 - Permanent	18 months			18 months
	Driveway - damaged/ponding	2 - Temporary	5 days			5 days
		3 - Permanent	18 months		12 months	12 months
	Expressway Fence/Guiderail damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months		6 months	6 months
	Fence/Guiderail damaged	2 - Temporary	5 days			5 days
		3 - Permanent	[illegible] months		12 months	12 months
	Expressway requires cleaning	1 - Make Safe	24 hours		12 hours	12 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months		6 months	6 months
	Pot hole on expressway	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months		6 months	6 months
	Expressways/Traffic Control		within 30 days			within 30 days
	Expressway Attenuation Systems		respond within 24 hrs			respond within 24 hrs
	Illegal dumping	3 - Permanent	5 days			5 days
	Laneway surface damage	2 - Temporary	5 days			5 days
		3 - Permanent	5 years			5 years
	Maintenance holes damage/repair	1 - Make Safe	24 hours			24 hours
		2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			4 years
	Maintenance holes lid loose/missing	1 - Make Safe	24 hours			24 hours
		2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years		6 months	6 months
	Plough Damage Repair		5 days - 12 months			5 days - 12 months
	Refuge Island Maintenance		5 days - 18 months			5 days - 18 months
	Shoulder Grade and Gravel Maintenance	1 - Make Safe	48 hours			48 hours
		2 - Temporary	5 days		48 hours	48 hours
		3 - Permanent	18 months		12 months	12 months
	Walkway Mtce and Repair	2 - Temporary	30 days			30 days
		3 - Permanent	4 years			4 years
	Walkway weeds cutting	3 - Permanent	5 weeks			5 weeks
	Retaining Walls Installation and Repair	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	3 years			3 years
	Curb Damage/Mtce & Adjustment		5 days - 4 years			5 days - 4 years
	Traffic Calming Installation and Maintenance		30-180 days			30-180 days
	Bollard Installation and Maintenance	2 - Temporary	30 days			30 days
		3 - Permanent	18 months		6 months	6 months
	Driveway Culverts blocked/damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months		12 months	12 months
	Boxed (Non-driveway) Culverts blocked/damaged	2 - Temporary	5 days			5 days
		3 - Permanent	18 months		24 months	24 months
	Bridge-Damaged	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months		24 months	24 months
	Bridge Debris/Litter	3 - Permanent	7 days			7 days
	Bridge-Surface Repairs	1 - Make Safe	24 hours			24 hours
		3 - Permanent	30 days			30 days
	Bridge	Bridge Inspection	1-2 times per year			1-2 times per year
	Road cleaning/debris	3 - Permanent	4 weeks			4 weeks
	Road damaged on expressway	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months		6 months	6 months
	Road Damage	3 - Permanent	4 years			4 years
	Road - gravel roads/construction	3 - Permanent	30 days			30 days
	Road - Pot hole	2 - Temporary	5 days			5 days
		3 - Permanent	90 days		60 days	60 days
	Road - Sinking	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months		12 months	12 months

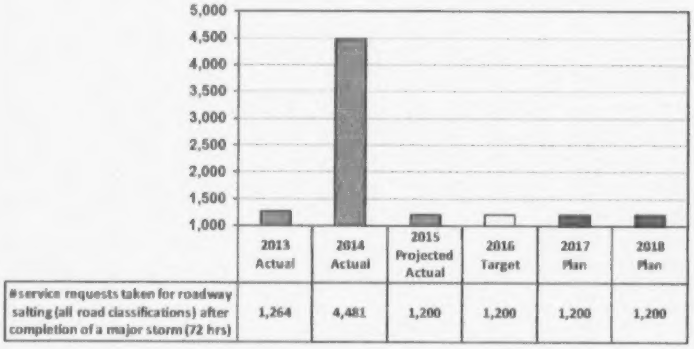
Activity	Type	Sub-Type	Service Levels			
			2013	2014	2015	2016
Road and Sidewalk Repairs and Cleaning	Road - Spill	1 - Make Safe	10 hours			10 hours
		2 - Temporary	48 days			48 days
	Road - Water ponding	2 - Temporary	72 hours			72 hours
		3 - Permanent	4 years			4 years
	Sidewalk - Damaged/Concrete	1 - Make Safe	72 hours			72 hours
		2 - Temporary	30 days		14 days	14 days
		3 - Permanent	4 years			4 years
	Sidewalk - Damaged/Brick/Interlock	2 - Temporary	30 days		14 days	14 days
		3 - Permanent	4 years			4 years
	Sidewalk - Cleaning	3 - Permanent	3 weeks		2 weeks	2 weeks
	Sidewalk - AODA ramps	2 - Temporary	5 days			5 days
		3 - Permanent	4 years		18 months	18 months
	Sidewalks	Sidewalk Ramping	safe within 14 days			safe within 14 days
	Sidewalk - water ponding	2 - Temporary	30 days		14 days	14 days
		3 - Permanent	4 years			4 years
	Traffic Island - Damaged	1 - Make Safe	24 hours			24 hours
		2 - Temporary	8 weeks			8 weeks
		3 - Permanent	18 months		12 months	12 months
	Traffic Island - Grass cutting	3 - Permanent	5 weeks			5 weeks
	Grass Cutting		up to 6 cuts/year			up to 6 cuts/year
	Sidewalks	Sidewalk Examination and Inspection	once per year			once per year
	Street Furniture Damaged	2 - Temporary	5 days			5 days
		3 - Permanent	30 days			30 days
	Builder's Files New Development Inspections		As required			As required
	Sweeping	Mechanical Sweeping	1-2 times per month			1-2 times per month
	Sweeping	Manual Sweeping and cleaning	As required			As required
	Missed leaf collection	3 - Permanent	8 weeks (in season)		4 weeks (in season)	4 weeks (in season)
	Leaf Collection - Roadway	Manual Leaf Collection	once per year			once per year
	Leaf Collection - Roadway	Mechanical Leaf Collection	once per year			once per year
	Graffiti Complaint - Road	1 - Make Safe	24 hours (hate)			24 hours (hate)
		2 - Temporary	5 days			5 days
		3 - Permanent	8 weeks			8 weeks
	Graffiti Complaint - Sidewalk	1 - Make Safe	24 hours (hate)			24 hours (hate)
		2 - Temporary	5 days			5 days
		3 - Permanent	8 weeks		6 weeks	6 weeks
	Graffiti Complaint - Bridge	1 - Make Safe	24 hours (hate)			24 hours (hate)
		2 - Temporary	5 days			5 days
		3 - Permanent	8 weeks (Apr-Nov); 12 weeks (Dec-Mar)			8 weeks (Apr-Nov); 12 weeks (Dec-Mar)
	Utility Cut Settlement	1 - Make Safe	24 hours			24 hours
		2 - Temporary	5 days			5 days
		3 - Permanent	18 months		24 months	24 months
Patrols and Investigations	Expressway		3 times in 7 days			3 times in 7 days
	Arterial		2 times in 7 days - Major; once a week for Minor			2 times in 7 days - Major; once a week for Minor
	Local & Collectors		once every 30 days			once every 30 days
	Lane		once every 30 days			once every 30 days
	Claims Investigation		As required			As required
	Complaint Investigation		4 hrs - 4 years - 90%			4 hrs - 4 years - 90%
Infrastructure Planning, Programming and Budgeting	Monitor condition and assess physical lifecycle performance of infrastructure		Reviewed every 6 months (bridges) to 2 years for others			Reviewed every 6 months (bridges) to 2 years for others
	Assess funding priorities and thresholds and develop capital program		Meeting funding target envelopes			Meeting funding target envelopes
	Plan, develop and assess modifications to address accessibility, capacity and safety		Initiate and complete study per Council direction; complete study within budget			Initiate and complete study per Council direction; complete study within budget
	Environmental Assessment study preparation and application for approval		Initiate and complete study per Council direction; complete study within budget			Initiate and complete study per Council direction; complete study within budget
	Advice or input to other agencies / proponents regarding their transportation infrastructure planning projects and processes that affect Toronto's interests		Respond to requests for input within the specified timeframes (project-specific)			Respond to requests for input within the specified timeframes (project-specific)
	Develop, evaluate and harmonize operational practices, standards, policies and guidelines across all functional areas		Respond to requests for input within the specified timeframes (project-specific)			Respond to requests for input within the specified timeframes (project-specific)

			Service Levels			
Activity	**Type**	**Sub-Type**	**2013**	**2014**	**2015**	**2016**
Infrastructure Planning, Programming and Budgeting	Maintain the City's Road Classification System and street centre-line data		Initiate and respond to requests from Councillors, residents and internal staff			Initiate and respond to requests from Councillors, residents and internal staff
	Develop, support and advance environmental initiatives / objectives in the division including the coordination of environmental and climate change risk assessments		Respond to requests for input within the specified timeframes (project-specific)			Respond to requests for input within the specified timeframes (project-specific)
	Benchmark divisional services and assets		Initiate and complete per City Manager's office direction			Initiate and complete per City Manager's office direction
	Negotiate boundary and service agreements with other jurisdictions		Respond to requests for input within the specified timeframes (project-specific)			Respond to requests for input within the specified timeframes (project-specific)
Pedestrian & Cycling Infrastructure and Programs	Develop annual program to deliver the Toronto Bike Plan recommendations		1 annual program developed each year			1 annual program developed each year
	Plan, design new bike ways - trails, on-street routes		11 km of bikeways installed plus 30+ km of bikeways trails designed in 2010			11 km of bikeways installed plus 30+ km of bikeways trails designed in 2010
	Plan and program installation of bicycle parking		845 bike racks installed in 2010			845 bike racks installed in 2010
	Evaluate conditions, coordinate with other capital works and program annual State of Good Repair improvements for bikeways		7 km of SOGR completed in 2010			7 km of SOGR completed in 2010
	Feasibility studies and pilot projects to develop/evaluate innovative cycling infrastructure designs		10 projects in 2010			10 projects in 2010
	Deliver bicycle safety, education and promotion programs		4 projects in 2010			4 projects in 2010
	Missing sidewalk program		90.0%			90.0%
	Pedestrian Safety and Infrastructure program		90.0%			90.0%
	Technical Standards Development		90.0%			90.0%
	Representing pedestrian issues in planning processes , TTC & Metrolinx projects , development review , city revitalization projects		90.0%			90.0%
	AODA Compliance		90.0%			90.0%
	Neighbourhood Infrastructure Improvement Program		90.0%			90.0%
	Partnership Initiatives / Special Projects		90.0%			90.0%
	Graffiti Management Plan		90.0%			90.0%
	Interdivisional and Inter-Agency Coordination around Street Improvement		90.0%			90.0%
	Street furniture - (Contractual Agreement) transit shelter, litter bins, benches, publication boxes, washrooms, info pillars, postering boards		95.0%			95.0%

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Road & Sidewalk Management.

Service Performance

Effectiveness Measure – # service requests taken for roadway salting (all road classifications) after completion of a major storm (72 hrs)



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# service requests taken for roadway salting (all road classifications) after completion of a major storm (72 hrs)	1,264	4,481	1,200	1,200	1,200	1,200

- Transportation Services responds to specific service requests after major storms to ensure safe road, expressway, sidewalk, boulevard, walkway, cycling, bridge and public lane networks.
- In 2014, Transportation received 4,481 service requests for roadway salting (driven by the ice storm), but expects the service requests to be 1,200 in 2015.
- The division anticipates approximately 1,200 such events annually in future years as well.

Table 2
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Infrastructure Planning, Programming & Budgeting	5,756.2	5,631.6	(99.1)	5,532.6	(223.6)	(3.9%)		5,532.6	(223.6)	(3.9%)	(1.6)	0.0%	85.0	1.5%
Patrols & Investigations	6,162.6	5,061.7	(105.9)	4,955.7	(1,206.9)	(19.6%)		4,955.7	(1,206.9)	(19.6%)	35.5	0.7%	66.0	1.3%
Pedestrian & Cycling Infrastructure & Programs	3,497.4	3,435.8	(34.6)	3,401.2	(96.3)	(2.8%)	289.9	3,691.1	193.6	5.5%	150.9	4.1%	(84.3)	(2.2%)
Public Realm Improvements & Programs	8,997.9	8,802.8	44.9	8,847.8	(150.2)	(1.7%)	746.0	9,593.7	595.8	6.6%	(33.7)	-0.4%	91.1	1.0%
Road & Sidewalk Repairs & Cleaning	120,880.4	139,228.5	(2,655.4)	136,573.2	15,692.7	13.0%		136,573.2	15,692.7	13.0%	53.4	0.0%	386.6	0.3%
Winter Operations	99,067.5	117,571.7	(317.0)	117,254.7	18,187.2	18.4%		117,254.7	18,187.2	18.4%	159.5	0.1%	253.7	0.2%
Total Gross Exp.	244,362.1	279,732.1	(3,167.1)	276,565.0	32,202.9	13.2%	1,035.9	277,600.9	33,238.8	13.6%	364.0	0.1%	798.1	0.3%
REVENUE														
Infrastructure Planning, Programming & Budgeting	3,669.7	3,177.8	1.5	3,179.3	(490.4)	(13.4%)		3,179.3	(490.4)	(13.4%)	-	0.0%		
Patrols & Investigations	950.8	805.9	17.3	823.2	(127.7)	(13.4%)		823.2	(127.7)	(13.4%)		0.0%		
Pedestrian & Cycling Infrastructure & Programs	2,841.9	2,774.3	24.5	2,798.9	(43.1)	(1.5%)	289.9	3,088.7	246.8	8.7%	118.3	3.8%	(128.4)	(4.0%)
Public Realm Improvements & Programs	8,579.6	8,355.8	55.4	8,411.2	(168.4)	(2.0%)	746.0	9,157.2	577.6	6.7%	(78.5)	-0.9%	5.5	0.1%
Road & Sidewalk Repairs & Cleaning	81,041.6	110,317.2	645.6	110,962.8	29,921.3	36.9%		110,962.8	29,921.3	36.9%	(200.0)	-0.2%		
Winter Operations	1,538.2	5,580.0	(1.9)	5,578.1	4,039.9	262.6%		5,578.1	4,039.9	262.6%	(4,000.0)	-71.7%		
Total Revenues	98,621.9	131,011.1	742.4	131,753.5	33,131.6	33.6%	1,035.9	132,789.4	34,167.5	34.6%	(4,160.2)	-3.1%	(123.0)	(0.1%)
NET EXP.														
Infrastructure Planning, Programming & Budgeting	2,086.5	2,453.8	(100.6)	2,353.3	266.8	12.8%		2,353.3	266.8	12.8%	(1.6)	-0.1%	85.0	3.6%
Patrols & Investigations	5,211.8	4,255.8	(123.2)	4,132.5	(1,079.2)	(20.7%)		4,132.5	(1,079.2)	(20.7%)	35.5	0.9%	66.0	1.6%
Pedestrian & Cycling Infrastructure & Programs	655.5	661.5	(59.2)	602.3	(53.2)	(8.1%)		602.3	(53.2)	(8.1%)	32.6	5.4%	44.2	7.0%
Public Realm Improvements & Programs	418.3	447.0	(10.4)	436.6	18.2	4.4%		436.6	18.2	4.4%	44.7	10.2%	85.7	17.8%
Road & Sidewalk Repairs & Cleaning	39,838.9	28,911.3	(3,301.0)	25,610.3	(14,228.5)	(35.7%)		25,610.3	(14,228.5)	(35.7%)	253.4	1.0%	386.6	1.5%
Winter Operations	97,529.3	111,991.7	(315.1)	111,676.5	14,147.3	14.5%		111,676.5	14,147.3	14.5%	4,159.5	3.7%	253.7	0.2%
Total Net Exp.	145,740.2	148,721.0	(3,909.5)	144,811.5	(928.7)	(0.6%)		144,811.5	(928.7)	(0.6%)	4,524.2	3.1%	921.1	0.6%
Approved Positions	702.2	703.9		703.9	1.7	0.2%	4.0	707.9	5.7	0.8%	1.0	0.1%	(1.0)	(0.1%)

The Road & Sidewalk Management's 2016 Operating Budget of $277.601 million gross and $144.812 million net is $0.929 million or 0.6% under the 2015 Net Operating Budget. In addition to base budget pressures common across all services, pressures unique for Road & Sidewalk Management are primarily due to:

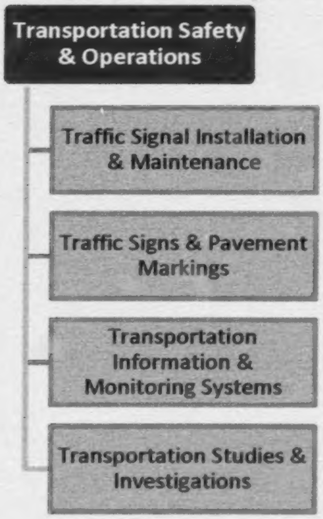
- Annualization of enhanced winter maintenance service levels ($3.042 million) for Bikeways, Windrows, AODA Compliance approved by Council as part of the 2015 Operating Budget.
- Incremental increase of $7.723 million for new winter maintenance program contracts.
- Reduced contribution from the Road & Sidewalk Reserve Fund ($1.694 million) as it will be depleted by the end of 2015 and reverse one-time use of cash-in-lieu revenue ($1.306 million).
- These pressures have been partially offset by increased utility cut repair revenue related to existing backlog, cut repairs that have deteriorated and repairs performed for Toronto Water ($8.748 million). As well as, a one-time contribution from the Winter Maintenance Contribution Reserve Fund to help mitigate the increased winter maintenance costs in 2016 ($4.000 million).

In order to further offset the above pressures, Road & Sidewalk Management has identified line-by-line review adjustments ($2.971 million), efficiency savings / productivity gains ($0.824 million) and user fee inflationary adjustments ($0.115 million).

The 2016 Operating Budget for Road & Sidewalk Management includes funding of $1.036 million gross and $0 net for the following new/enhanced initiatives:

- 2 positions are included to create and implement a bicycle parking strategy; replace substandard rings on ring-and-post bicycle parking; and increase the supply of ring-and-post bicycle parking. These positions are fully funded from the Transportation Services Capital Program ($0.650 million and $0 net).
- Rigorous enforcement towards graffiti vandalism and high quality street art installations are key elements that will assist in effectively directing resources to reduce vandalism and enliven neighbourhoods. This cost is fully funded from the Public Realm Reserve Fund ($0.250 million gross and $0 net).
- 2 Project Managers, fully funded from the Transportation Services Capital Program ($0.136 million and $0 net), are necessary to deliver cycling network capital projects.

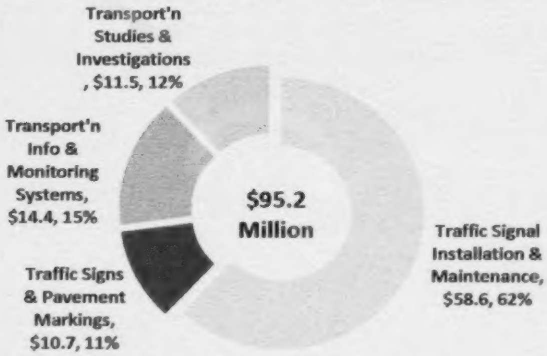
Transportation Safety & Operations


Transportation Safety & Operations
Traffic Signal Installation & Maintenance
Traffic Signs & Pavement Markings
Transportation Information & Monitoring Systems
Transportation Studies & Investigations

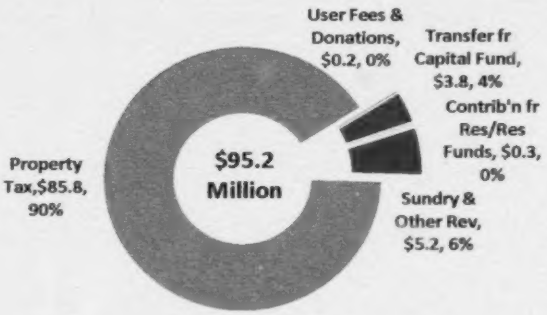
What We Do

- Monitor, analyze and manage the City's transportation network to facilitate safe and efficient public movement and property access, through application of technologically advanced systems, in support of the Official Plan's transportation objectives.

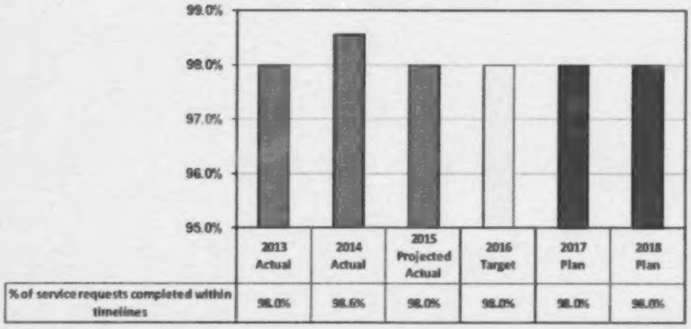
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of service requests completed within timelines



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of service requests completed within timelines	98.0%	98.6%	98.0%	98.0%	98.0%	98.0%

- Transportation Services installs, manufactures and maintains traffic signs and installs and maintains pavement markings.
- Since 2013, Transportation Services has completed service requests within standard timelines at a rate of 98%.
- The Program will maintain a 98% target in 2016 and future years.

2016 Service Levels

Transportation Safety & Operations

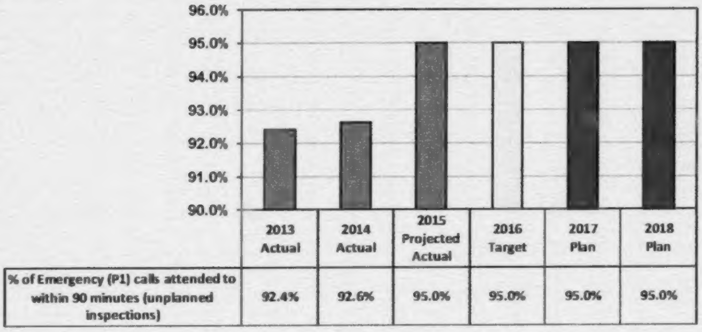
Activity	Type	Sub-Type	Service Levels			
			2013	2014	2015	2016
Transportation Studies and Investigations	Complaints		2 months - 2 years - 90%			2 months - 2 years - 90%
	Reports, by-law, bill preparation		within 1 year			within 1 year
	Traffic, parking regulation	Corner Parking Prohibition	within 4 months		months	within 6 months
	Traffic, parking regulation	Time Limit or Excessive Duration Parking	within 6 months		months	within 9 months
	Traffic, parking regulation	Residential Permit Parking	within 1 year		within 9 months	within 9 months
	Traffic, parking regulation	Alternate Side Parking	within 6 months		months	within 9 months
	Traffic, parking regulation	Angle Parking	within 6 months			within 6 months
	Traffic, parking regulation	Blocked Access By Parking	within 6 months			within 6 months
	Traffic, parking regulation	Disabled Persons' Parking Space On-Street	within 6 months			within 6 months
	Traffic, parking regulation	Parking in a Public Lane	within 6 months		months	within 9 months
	Traffic, parking regulation	Parking Meters/Machines	within 1 year		within 9 months	within 9 months
	Traffic, parking regulation	Motor Coach Parking	within 6 months		months	within 9 months
	Traffic, parking regulation	Taxicab Stand	within 6 months		months	within 9 months
	Traffic, parking regulation	Public Transit Loading Zone (Public Transit)	within 6 months		within 9 months	within 9 months
	Traffic, parking regulation	Disabled Loading Zone (WheelTrans/Disabled)	within 6 months			within 6 months
	Traffic, parking regulation	Commercial Loading Zone (Commercial)	within 6 months		months	within 9 months
	Traffic, parking regulation	Special Parking Considerations	within 6 months		within 4 weeks	within 4 weeks
	Traffic, parking regulation	General Parking Regulations Prohibition	within 1 year			within 1 year
	Pedestrian	Pedestrian Crossing Protection	within 2 years		within 9 months	within 9 months
	Pedestrian	New Pedestrian Refuge Island	within 2 years		within 9 months	within 9 months
Transportation Studies and Investigations	Pedestrian	New Pedestrian Crossover Installation	within 2 years		months	within 9 months
	Pedestrian	Pedestrian Crossover Operation	within 6 months		months	within 9 months
	Pedestrian	New Sidewalks	within 2 years			within 2 years
	Pedestrian	Streetcar Platforms	within 2 years		within 9 months	within 9 months
	TCS analysis	Intersection Safety Review	within 2 years - 90%		months	within 9 months
	TCS analysis	New Traffic Control Signal Request	within 2 years - 90%		months	within 9 months
	TCS analysis	Left/Right Turn Signal Priority Features	within 2 years - 90%		within 1 year	within 1 year
	TCS analysis	Pedestrian Issues/Timing/Delays	within 2 years - 90%		months	within 9 months
	TCS analysis	Temporary Signal Timings	within 3 months - 90%			within 3 months - 90%
	TCS analysis	Signal Pre-emption	within 2 years - 90%		months	within 9 months
	TCS analysis	Mode of Control (Signal Change w/o Traffic)	within 2 years - 90%		within 9 months	within 9 months
	TCS analysis	Bicycle Signal	within 2 years - 90%		months	within 9 months
	TCS analysis	Signal Timing Review/Vehicle Delays	within 2 years - 90%		months	within 9 months
	Schools	School Zone Safety Review	within 1 year		within 9 months	within 9 months
	Schools	School Bus Loading Zone	within 6 months		months	within 9 months
	Schools	Student Pick-up/Drop-off Area	within 6 months		months	within 9 months
	Schools	Student Crossing Issues	within 6 months			within 6 months
	Schools	School Safety Programs	within 6 months			within 6 months
	Schools	School-Related Warning Signs	within 4 months		months	within 6 months
	Neighbourhood plans	Community Traffic Study	within 3 months		months	within 9 months
	Neighbourhood plans	Traffic Calming Measures (i.e. Speed hump)	within 2 years - 90%		within 1 year	within 1 year
	Neighbourhood plans	Traffic Infiltration (turn prohibitions)	within 1 year			within 1 year
	Neighbourhood plans	Speeding	within 6 months		months	within 9 months
	Neighbourhood plans	Speed Bumps in Laneway	within 2 years		within 9 months	within 9 months
	Neighbourhood plans	Speed Watch Programme	within 1 year		within 9 months	within 9 months
	Neighbourhood plans	One-way Streets	within 2 years		within 1 year	within 1 year
	Neighbourhood plans	All-Way Stop Sign Controls	within 6 months		months	within 9 months
	Neighbourhood plans	New Subdivisions	within 2 years		within 9 months	within 9 months
	Neighbourhood plans	Heavy Trucks Prohibition	within 6 months		months	within 9 months
	Neighbourhood plans	Road Design	within 2 years		within 9 months	within 9 months
	Neighbourhood plans	Sight Line Obstruction	within 6 months		months	within 3 months
	Neighbourhood plans	Development Applications	within 6 months			within 6 months
	Signs and Delineation	Investigate New Pavement Markings	within 1 year		within 9 months	within 9 months
	Signs and Delineation	Investigate Regulatory Signs	within 1 year		within 9 months	within 9 months
	Signs and Delineation	Investigate Temporary Condition Signs Work Zone/Construction Set-Up	within 3 months			within 3 months
	Signs and Delineation	Investigate Warning Signs	within 3 months			within 3 months
	Signs and Delineation	Investigate Guide and Information Signs	within 6 months		months	within 9 months
	Signs and Delineation	Investigate Vehicles Leaving Roadway	within 1 year		within 6 months	within 6 months
	Signs and Delineation	Lane Designation	within 1 year		within 9 months	within 9 months
	Signs and Delineation	Reserved Lane (HOV)	within 2 years		within 9 months	within 9 months

Activity	Type	Sub-Type	Service Levels			
			2013	2014	2015	2016
Transportation Information and Monitoring Systems	Work Zone Coordination		within 1 year			within 1 year
	Signal Coordination Studies		TBD			TBD
	Traffic control signal timings		1100			1100
	Transit priority		TBD			TBD
	Accessible Pedestrian Signals (APS)		TBD			TBD
	Pedestrian crossover timings		20			20
	Emergency pre-emption		5 changes / 1 new			5 changes / 1 new
	Expressway / Arterial RESCU system		100% within the 1 hr			100% within the 1 hr
	Signal timing requests - current timings		TBD			TBD
	Signal timing requests - historical timings		TBD			TBD
	Divisional customer service management		95.0%			95.0%
	Divisional service standards, benchmark system analysis and reporting		100 % within 12 months			100 % within 12 months
	Transportation Emergency Management Plan - training for response, communication, planning, mitigation and recovery		TBD			TBD
	Divisional coordination liaise with the office of emergency management		1			1
Transportation Information and Monitoring Systems	Divisional coordinating body for the evaluation and development of performance measuring, harmonization, budget control, maintenance control, data collection, customer service control		TBD			TBD
	New Technology efficiency projects		TBD			TBD
	Activity process mapping for best practises		TBD			TBD
	Traffic Enforcement		enforced within 30 days 100% of the time			enforced within 30 days 100% of the time
	Traffic Volume Data		study completed every four years 95% of the time			study completed every four years 95% of the time
	Traffic Collision Data		record corrected within 12 months of event date 75% of the time			record corrected within 12 months of event date 75% of the time
	Traffic Safety Investigations		safety performance of arterial and collector roads quantified every 5 years 100% of the time			safety performance of arterial and collector roads quantified every 5 years 100% of the time
	Traffic signal		100.0%			100.0%
	Street Lighting					
	PXO	Installation	100.0%			100.0%
	Respond to Locates	Maintenance	100.0%			100.0%
	Beacon	Installation	100.0%			100.0%
	Cabinet Access	Maintenance	100.0%			100.0%
	Closed circuit TV camera		100.0%			100.0%
	Changeable message signs		100.0%			100.0%
Traffic Signs and Pavement Markings	Regulatory		1-14 days			1-14 days
	Permit parking		1-30 days - 90%; 10% not achieving			1-30 days - 90%; 10% not achieving
	Missing/damaged signs	3 - Permanent	6 months			6 months
		2 - Temporary	2 weeks			2 weeks
		1 - Make Safe	4 hours			4 hours
	Sign maintenance	1 - Make Safe	4 hours			4 hours
	Missing/faded pavement markings	3 - Permanent	1 year			1 year
		2 - Temporary	2 weeks			2 weeks
	Replace/Install	Warning/ advisory	1-30 days			1-30 days
		Guide and directional	30 Days			30 Days
	Temp. conditions	Temporary conversion of one-way road for two-way traffic, associated with a special event	7 days			7 days
	Street name	Fabricate missing/damaged sign	14 days			14 days
	Events	Installation of perimeter warning signs associated with special events road closure	7 days			7 days
	Bike symbol / diamond symbol		80% Achieved			80% Achieved
	Structures maintenance and inspection	Overhead sign structures	once per year			once per year
	Re-marking	Lane	1-2 times per year			1-2 times per year
		Transverse	1-2 times per year			1-2 times per year
		Pedestrian / zebra	within 12 months			within 12 months
		Turn Arrows	once every 1-2 years			once every 1-2 years
		Speed Hump Symbols	repaint once per year			repaint once per year

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Transportation Safety & Operations.

Service Performance

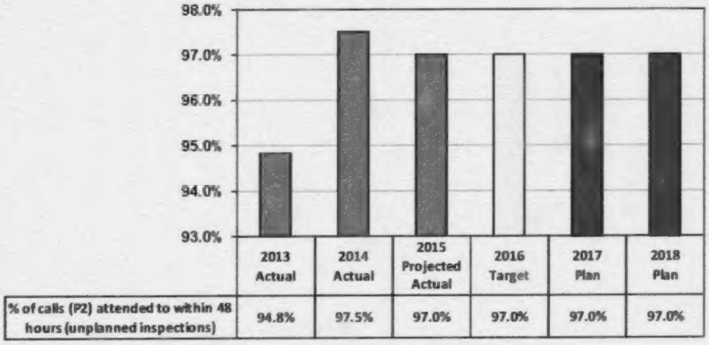
Effectiveness Measure – % of Emergency (P1) calls attended to within 90 minutes (unplanned inspections)



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Emergency (P1) calls attended to within 90 minutes (unplanned inspections)	92.4%	92.6%	95.0%	95.0%	95.0%	95.0%

- Transportation Services facilitate safe and efficient public movement throughout the City.
- Currently, approximately 95% of emergency calls are attended to within 90 minutes.
- This measure is expected to be maintained in 2016 and future years.

Effectiveness Measure – % of calls (P2) attended to within 48 hours (unplanned inspections)



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of calls (P2) attended to within 48 hours (unplanned inspections)	94.8%	97.5%	97.0%	97.0%	97.0%	97.0%

- Transportation Services monitors, analyzes and manages the City's extensive transportation network.
- Currently, approximately 97% of emergency calls are attended to within 48 hours.
- The Program will maintain a 97% target in 2016 and future years.

Table 3
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Traffic Signal Installation & Maintenance	52,835.4	58,016.7	566.0	58,582.7	5,747.4	10.9%		**58,582.7**	5,747.4	10.9%	18.5	0.0%	28.4	0.0%
Traffic Signs & Pavement Markings	11,533.3	10,533.2	(188.0)	10,345.2	(1,188.1)	(10.3%)	400.0	**10,745.2**	(788.1)	(6.8%)	(356.0)	-3.3%	81.4	0.8%
Transportation Information & Monitoring Systems	14,473.9	14,410.7	13.7	14,424.3	(49.6)	(0.3%)		**14,424.3**	(49.6)	(0.3%)	56.9	0.4%	81.5	0.6%
Transportation Studies & Investigations	11,365.9	11,451.8	(220.9)	11,230.9	(135.0)	(1.2%)	250.0	**11,480.9**	115.0	1.0%	89.8	0.8%	145.6	1.3%
Total Gross Exp.	90,208.4	94,412.4	170.7	94,583.1	4,374.7	4.8%	650.0	**95,233.1**	5,024.7	5.6%	(190.8)	-0.2%	336.9	0.4%
REVENUE														
Traffic Signal Installation & Maintenance	4,383.6	4,117.1	(261.0)	3,856.1	(527.5)	(12.0%)		**3,856.1**	(527.5)	(12.0%)				
Traffic Signs & Pavement Markings	1,917.9	736.9	(150.9)	586.0	(1,331.9)	(69.4%)	400.0	**986.0**	(931.9)	(48.6%)	(400.0)	-40.6%		
Transportation Information & Monitoring Systems	2,499.4	2,046.6	36.7	2,083.3	(416.1)	(16.6%)		**2,083.3**	(416.1)	(16.6%)				
Transportation Studies & Investigations	2,661.5	2,516.2	18.8	2,535.1	(126.4)	(4.8%)		**2,535.1**	(126.4)	(4.8%)				
Total Revenues	11,462.4	9,416.9	(356.4)	9,060.5	(2,401.9)	(21.0%)	400.0	**9,460.5**	(2,001.9)	(17.5%)	(400.0)	-4.2%		
NET EXP.														
Traffic Signal Installation & Maintenance	48,451.8	53,899.6	827.0	54,726.6	6,274.9	13.0%		**54,726.6**	6,274.9	13.0%	18.5	0.0%	28.4	0.1%
Traffic Signs & Pavement Markings	9,615.4	9,796.3	(37.1)	9,759.2	143.8	1.5%		**9,759.2**	143.8	1.5%	44.0	0.5%	81.4	0.8%
Transportation Information & Monitoring Systems	11,974.5	12,364.1	(23.1)	12,341.0	366.5	3.1%		**12,341.0**	366.5	3.1%	56.9	0.5%	81.5	0.7%
Transportation Studies & Investigations	8,704.4	8,935.6	(239.7)	8,695.8	(8.6)	(0.1%)	250.0	**8,945.8**	241.4	2.8%	89.8	1.0%	145.6	1.6%
Total Net Exp.	78,746.0	84,995.6	527.1	85,522.6	6,776.6	8.6%	250.0	**85,772.6**	7,026.6	8.9%	209.2	0.2%	336.9	0.4%
Approved Positions	253.7	253.7		253.7			4.0	**257.7**	4.0	1.6%	(4.0)	-1.6%		

Through the application of technologically advanced systems, the ***Transportation Safety & Operations Service*** manages the City's transportation network in order to ensure safe and efficient public movement and property access.

The Transportation Safety & Operations' 2016 Operating Budget of $95.233 million gross and $85.773 million net is $7.027 million or 8.9% over the 2015 Net Budget.

In addition to base budget pressures common across all services, pressures unique or predominant for Transportation Safety & Operations are primarily due to:

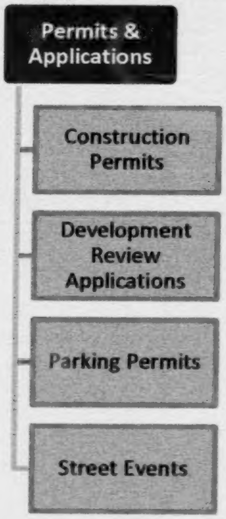
- Traffic signal coordination studies to reduce delays and improve travel time reliability along City arterials by coordinating traffic signals ($1.500 million). 350 signals on 10 routes will be studied in 2016.
- Communications costs of $1.305 million for cellular communications (traffic signals, arterial CCTV cameras) and data channels tariffs in order to mitigate data channel costs by transferring to more cost effective cellular communications.
- Alignment of hydro costs for street lighting with actual experience ($2.301 million).
- Traffic signal locate costs of $1.100 million to perform the underground locates of traffic signal assets to comply with Ontario One Call (ON1Call).

These costs have been partially offset by efficiency savings / productivity gains ($0.323 million) as a result of increasing budgeted gapping based on expected vacancies.

The 2016 Operating Budget for Transportation Safety & Operations includes funding of $0.650 million gross and $0.250 million net for the following new/enhanced initiatives:

- Implement 30 km/h Speed Limit on Local Roads in the Toronto and East York District ($0.400 million and $0 net); and
- Piloting the use of Traffic Assistant Personnel (TAP) at key intersections/corridors to improve vehicle and pedestrian flow ($0.250 million gross and $0.250 million net).

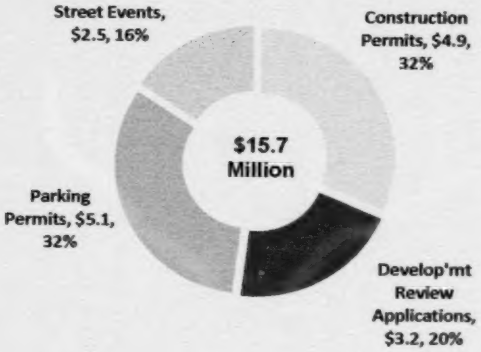
Permits & Applications


Permits & Applications
Construction Permits
Development Review Applications
Parking Permits
Street Events

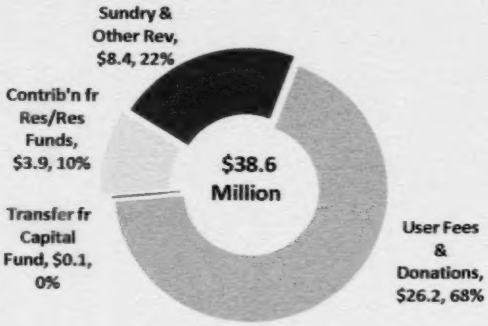
What We Do

- Provide direct client-related services relating to development review, issuance of parking permits, permits for other activities within the City's road allowance.
- Plan, manage and enforce such activities within the right-of-way in a manner that balances the private interests while maintaining essential access and mobility for the various transportation modes.

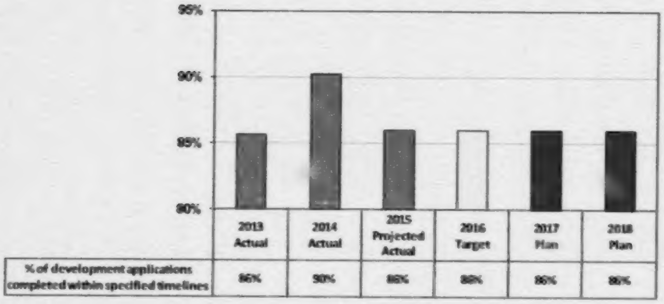
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



% of Development Applications Completed within Specified Timelines



- Transportation Services reviews development applications ensuring compliance with municipal standards, code and guidelines.
- In 2015, Transportation Services is projecting to complete development applications within specified timelines at a rate of 86%.
- The Program is anticipating that this % will be maintained in future years.

2016 Service Levels

Permits & Applications

Activity	Type	Sub-Type	Service Levels			
			2013	2014	2015	2016
Parking Permits	Street Residential	new applications	Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.			Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.
	Street Residential	renewals	Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.			Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes. Those using the mail service or doing their transaction on-line can expect the permits in 3 to 5 days.
	Street Temporary		Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes.			Meeting standard in most cases. As on-line use is becoming more utilized, customer level of understanding contributed to better service times. Counter service under normal operating circumstances is continually within 10 minutes.
	Front Yard/ Boulevard - Residential	License Applications (new, transfers, appeals)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
	Front Yard/ Boulevard - Residential	Enforcement Activity (visits)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
	Front Yard/ Boulevard - Commercial	License Applications (new, transfers, appeals)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
	Front Yard/ Boulevard - Commercial	Enforcement Activity (visits)	Meeting standard where all Council approved criteria are met and all processes have been followed and completed			Meeting standard where all Council approved criteria are met and all processes have been followed and completed
Construction Permits	temporary encroachment		1-8 weeks (SP, 2009) 90% of the time			1-8 weeks (SP, 2009) 90% of the time
	permanent encroachment		6-8 weeks (SP, 2009) 90 % of the time			6-8 weeks (SP, 2009) 90 % of the time
	utility cut permits		Cut permit issued, 83% on time			Cut permit issued, 83% on time
Development Review	Rezoning/Official Plan Amendment		Review completed within STAR deadline 80% of the time			Review completed within STAR deadline 80% of the time
	Site Plan		Review completed within STAR deadline 80% of the time			Review completed within STAR deadline 80% of the time
	Cttee of Adjustment		Review completed in time for C of A Meeting 100% of the time			Review completed in time for C of A Meeting 100% of the time
	Road Closure		6-9 months			6-9 months
Street Events	Expressway		Permit issued, 100% on time			Permit issued, 100% on time
	Arterial		Permit issued, 100% on time			Permit issued, 100% on time
	Collector		Permit issued, 100% on time			Permit issued, 100% on time
	Local/Sidewalk		Permit issued, 100% on time			Permit issued, 100% on time

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Permits & Applications.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Construction Permits	5,142.1	5,032.4	(98.8)	4,933.7	(208.4)	(4.1%)		4,933.7	(208.4)	(4.1%)	34.2	0.7%	64.2	1.3%
Development Review Applications	3,044.0	3,245.2	(53.3)	3,191.8	147.8	4.9%		3,191.8	147.8	4.9%	25.5	0.8%	43.2	1.3%
Parking Permits	5,158.1	5,111.0	(39.0)	5,072.0	(86.1)	(1.7%)		5,072.0	(86.1)	(1.7%)	28.5	0.6%	54.7	1.1%
Street Events	2,441.8	2,514.1	(54.4)	2,459.7	17.9	0.7%		2,459.7	17.9	0.7%	15.5	0.6%	27.2	1.1%
Total Gross Exp.	15,786.0	15,902.8	(245.6)	15,657.2	(128.8)	(0.8%)		15,657.2	(128.8)	(0.8%)	103.7	0.7%	189.3	1.2%
REVENUE														
Construction Permits	7,886.2	13,336.2	(116.6)	13,219.6	5,333.4	67.6%		13,219.6	5,333.4	67.6%				
Development Review Applications	3,045.6	2,899.4	77.4	2,976.8	(68.8)	(2.3%)		2,976.8	(68.8)	(2.3%)				
Parking Permits	19,930.8	19,868.4	521.4	20,389.8	459.0	2.3%		20,389.8	459.0	2.3%				
Street Events	1,892.7	1,984.5	48.8	2,033.3	140.6	7.4%		2,033.3	140.6	7.4%				
Total Revenues	32,755.3	38,088.5	530.9	38,619.4	5,864.1	17.9%		38,619.4	5,864.1	17.9%				
NET EXP.														
Construction Permits	(2,744.2)	(8,303.8)	17.9	(8,285.9)	(5,541.8)	201.9%		(8,285.9)	(5,541.8)	201.9%	34.2	-0.4%	64.2	(0.8%)
Development Review Applications	(1.6)	345.8	(130.7)	215.1	216.7	(13841.8%)		215.1	216.7	(13841.8%)	25.5	11.9%	43.2	17.9%
Parking Permits	(14,772.7)	(14,757.4)	(560.4)	(15,317.8)	(545.1)	3.7%		(15,317.8)	(545.1)	3.7%	28.5	-0.2%	54.7	(0.4%)
Street Events	549.1	529.6	(103.2)	426.4	(122.7)	(22.3%)		426.4	(122.7)	(22.3%)	15.5	3.6%	27.2	6.2%
Total Net Exp.	(16,969.3)	(22,185.7)	(776.5)	(22,962.2)	(5,992.9)	35.3%		(22,962.2)	(5,992.9)	35.3%	103.7	0.5%	189.3	(0.8%)
Approved Positions	157.4	157.4		157.4	0.0	0.0%		157.4	0.0	0.0%				

The ***Permits & Applications Service*** provides services directly to clients relating to development application review and the issuance of parking permits / permits for other activities within the City's road allowance. These activities are managed while endeavouring to balance the private interests and maintain essential access and mobility for all modes of transportation.

The Permits & Applications' 2016 Operating Budget of $15.657 million gross and $22.962 million in net revenue is $5.993 million net or 35.3% under the 2015 Net Budget.

The base budget pressures in Permits & Applications are those that are common across all services in Transportation Services and have already been discussed previously.

These gross expenditure and revenue pressures were more than offset by:

- Increase in Right-of-Way user fee revenues based on the higher level of construction activity in the City ($3.500 million).
- Fee revenue annualization of $1.012 million for street event permit fees and lane occupancy rental fees.

In addition, these pressures were further offset by efficiency savings / productivity gains ($0.191 million) as a result of increased budgeted gapping and user fee inflationary adjustments ($0.746 million).

Transportation Services

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Transportation Services maintains infrastructure valued at $10.410 billion, comprised of 5,600 km of roads, 130 km of expressways, 8,000 km of sidewalks, 970 bridges/culverts and 2,284 traffic control signals.

The 2016 – 2025 Capital Budget and Plan focuses on maintaining these assets in a state of good repair (SOGR). Specifically, SOGR funding of $613.817 million is included for major road rehabilitation, $695.249 million for local road rehabilitation, $2.293 billion for the F. G. Gardiner expressway, $414.485 million for city bridges and $151.589 million for sidewalks.

Included in the 10-year Capital Plan is an increased investment of $528.775 million in debt funding for Transportation infrastructure directed toward projects that will address the accumulated backlog of state of good repair, incorporate the alternative financing and procurement (AFP) approach to facilitate an accelerated delivery of capital work on the Gardiner Expressway by up to 6 years, as well as increased funding for growth related projects that will help manage traffic congestion in areas that have experienced significant growth over recent years.

The 10-Year Capital Plan also includes funding that has been allocated for cycling infrastructure, safety improvement projects such as Light Emitting Diode (LED) signal module conversions, accessible pedestrian signals, and advanced traffic control signal initiatives including RESCU project

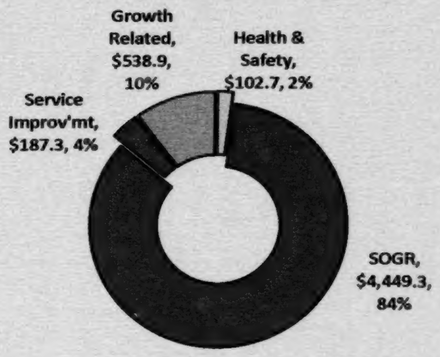
2016 Capital Budget Highlights

The 2016 Capital Budget for Transportation Services of $336.501 million, excluding carry forward funding, will:

- ✓ Begin the Yonge Street Revitalization Study ($2.000 million); guide rail replacement ($1.300 million); tactile dome installation ($1.000 million); and Finch LRT Study ($0.200 million).
- ✓ Continue the Traffic Congestion Management project to expand the existing Intelligent Transportation Systems (ITS) to better manage congestion on arterial roadways and expressways ($5.700 million).
- ✓ Continue and enhance state of good repair maintenance and rehabilitation work on:
  - ➢ City Bridges ($41.026 million);
  - ➢ F. G. Gardiner Expressway ($36.910 million);
  - ➢ Major road rehabilitation ($62.356 million);
  - ➢ Local road rehabilitation ($47.421 million); and
  - ➢ Additional funding for sidewalk maintenance, including related traffic signal and traffic plant maintenance and pedestrian safety projects.
- ✓ Continue health and safety projects such as audible pedestrian signals ($2.300 million), new traffic control signals / devices ($2.180 million) and major modifications to signals ($2.290 million).
- ✓ Continue work on service improvement projects such as cycling infrastructure ($14.250 million), traffic control - RESCU ($1.100 million) and advanced traffic signal control ($1.350 million)

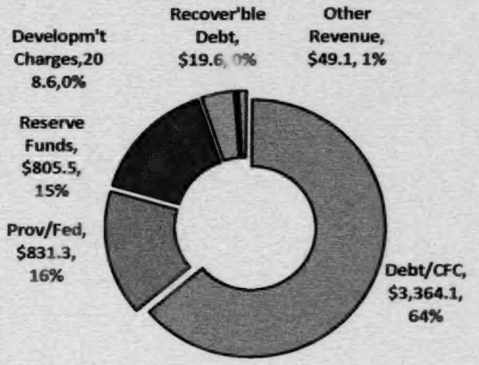
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$5.278 Billion

2016-2025 Capital Budget and Plan by Funding Source



$5.278 Billion

Where does the money go?

The 2016–2025 Capital Budget and Plan totals $5.278 billion.

- A primary focus of the 2016-2025 Capital Budget and Plan is to continue the state of good repair projects for transportation related infrastructure, including major and local roads, the F. G. Gardiner Expressway, city bridges and sidewalks.
- Significant funding is also included to incorporate the alternative financing and procurement (AFP) approach to accelerate delivery of the capital work on the F.G. Gardiner Expressway reducing the time of construction and resulting user impact.
- Investments in Growth related initiatives in part to manage traffic congestion, with projects including the Six Points Interchange Redevelopment, Steeles Widening (Tapscott to Beare), Ingram Drive Extension, Scarlet/St. Clair/Dundas and Traffic Congestion Management for roadways / expressways.

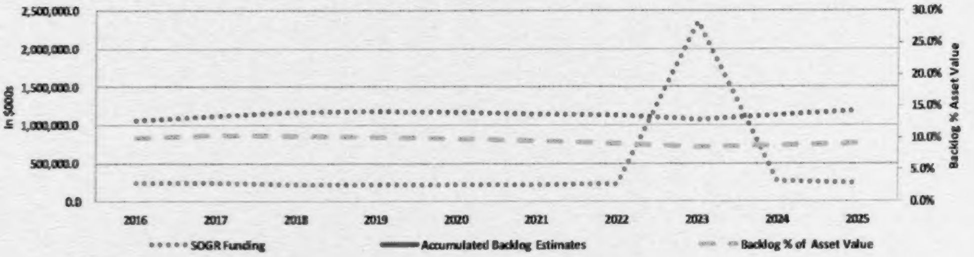
Where does the money come from?

The 10-Year Capital Plan requires:

- Debt funding of $3.364 billion (63.7%), reflecting an increase in debt funding of $528.775 million above originally established guidelines to increase investment in transportation priorities.
- Additional capital financing of $805.525 million (15.3%) will be provided from reserve/reserve funds, primarily from the Capital Financing Reserve ($762.084 million).
- Additional funding from Development Charges ($208.563 million or 4.0%); recoverable debt ($19.564 million or 0.4%); Fed/Prov funding ($831.250 million or 15.7%) and third party funding ($49.100 million or 0.9%).

State of Good Repair Backlog

The 10-Year Capital Plan spending on State of Good Repair is $4.449 billion which will essentially maintain the backlog, which despite the level of funding, will increase from $1.011 billion in 2015 to an anticipated $1.197 billion by 2025. When rehabilitation on the Gardiner is excluded (SOGR eliminated by 2023), the SOGR backlog for remaining transportation infrastructure will increase from $498 million in 2015 to an anticipated $1.2 billion in 2025.

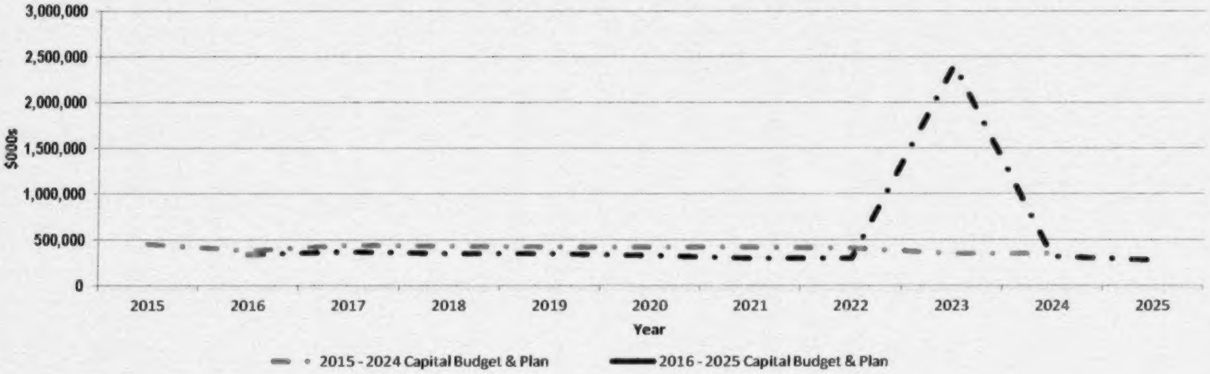


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $1.277 billion in capital expenditures from the 2015 to 2024 Capital Plan.

The table and chart below provide a breakdown of the $1.277 billion or 31.9% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	440,091	371,695	433,108	428,499	411,039	410,066	416,265	406,319	342,859	341,171		**4,001,112**
2016 - 2025 Capital Budget & Plan		336,501	358,187	344,311	339,777	326,024	289,755	294,879	2,406,729	307,261	274,710	**5,278,134**
Change %		(9.5%)	(17.3%)	(19.6%)	(17.3%)	(20.5%)	(30.4%)	(27.4%)	602.0%	(9.9%)		**31.9%**
Change $		(35,194)	(74,921)	(84,188)	(71,262)	(84,042)	(126,510)	(111,440)	2,063,870	(33,910)		**1,277,022**

As made evident in the chart above, the $1.277 billion increase in the Capital Program reflects the additional funding in 2023 for Gardiner construction costs under an alternative financing and procurement (AFP) approach.

- The 2015 Capital Budget shown above appears greater than expected as it included funding carried forward from 2014 into 2015 of $101.092 million.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $1.442 billion increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the level of increased investment in Transportations Services' capital projects, based on the following factors:

- Additional funding required to incorporate the AFP approach to the Council approved accelerated delivery of the capital work on the F.G. Gardiner Expressway reducing the time of construction and resulting user impact.
- Continued focus on supporting traffic congestion management and future growth related initiatives over multiple years.

The following table details the capital projects, by category, included within the 2016 – 2025 Capital Budget and Plan for Transportation Services:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date**	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Accessible Pedestrian Signals (Audible Signals)		2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	**23,000**	
New Traffic Control Signals / Devices		2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	2,180	**21,800**	
Salt Management Program		1,077	1,105	1,131	1,159	1,159	1,159	1,159	1,159	1,159	1,159	**11,426**	
Signal Major Modifications		2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	2,290	**22,900**	
Other Projects		7,526	5,123	3,140	1,107	1,107	1,107	1,107	1,107	1,107	1,107	**23,538**	
Sub-Total		**15,373**	**12,998**	**11,041**	**9,036**	**9,036**	**9,036**	**9,036**	**9,036**	**9,036**	**9,036**	**102,664**	
State of Good Repair													
F.G. Gardiner*	104,350	36,910	34,046	14,550	11,570	11,550	11,550	11,550	2,102,550	29,000	29,000	**2,292,276**	2,396,626
Bathurst Street Bridge Rehabilitation	1,182	500	10,500	12,281	3,850							**27,131**	28,313
City Bridge Rehabilitation		41,026	33,491	40,481	40,837	41,388	41,106	40,517	49,849	46,645	39,145	**414,485**	
Don Valley Parkway Rehabilitation		2,319	2,435	2,496	2,558	2,558	2,558	2,558	2,558	2,558	2,558	**25,156**	
Dufferin Street Bridge Rehabilitation	600					550	550	12,620	12,630			**26,350**	26,950
Laneways		2,088	2,193	2,248	1,855	1,800	1,800	1,800	1,800	1,800	1,800	**19,184**	
Local Road Rehabilitation		47,421	54,357	61,702	64,449	71,210	71,722	72,472	86,472	86,472	78,972	**695,249**	
Major Road Rehabilitation		62,356	58,121	57,644	59,972	59,622	60,369	60,369	67,305	67,305	60,754	**613,817**	
Neighbourhood Improvements		2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	**20,000**	
Sidewalks		16,573	18,515	15,235	15,123	15,408	14,147	14,147	14,147	14,147	14,147	**151,589**	
Traffic Plant Requirements/Signal Asset Management		5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	5,700	**57,000**	
Other Projects		19,897	18,491	8,148	8,320	8,379	8,372	8,377	9,066	8,982	8,982	**107,014**	
Sub-Total		**236,790**	**239,849**	**222,485**	**216,234**	**220,165**	**219,874**	**232,110**	**2,354,077**	**264,609**	**243,058**	**4,449,251**	
Service Improvements													
Advanced Traffic Signal Control		1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	1,350	**13,500**	
Cycling Infrastructure		14,250	9,205	8,100	8,303	8,303	8,303	8,303	8,303	8,303	8,303	**89,676**	
Engineering Studies		5,000	4,500	4,500	4,538	3,038	3,038	3,038	3,038	3,038	3,038	**36,766**	
Transportation Safety & Local Improvement Program		1,283	1,297	1,305	1,313	1,313	1,313	1,313	1,313	1,313	1,313	**13,076**	
Other Projects		3,648	3,398	3,405	3,412	3,412	3,412	3,412	3,412	3,412	3,412	**34,335**	
Sub-Total		**25,531**	**19,750**	**18,660**	**18,916**	**17,416**	**17,416**	**17,416**	**17,416**	**17,416**	**17,416**	**187,353**	
Growth Related													
Gardiner York/Bay/Yonge Reconfiguration	1,800	10,750	19,250									**30,000**	31,800
Georgetown South City Infrastructure Upgrades	13,420	13,420	13,420	13,420	13,420							**53,680**	67,100
Ingram Drive Extension - Grade Separation	6,600	1,000	3,000	6,000	8,000			15,000	15,000	5,000		**53,000**	59,600
LARP (Lawrence Allen Revitalization Project)	563	1,094	1,153	940	2,086	438						**5,711**	6,274
Legion Road Extension & Grade Separation						15,000	15,000	15,000				**45,000**	45,000
Metrolinx Additional Infrastructure				5,000	5,000							**10,000**	10,000
Redlea Avenue (Steeles - McNicoll)	12,900	6,500										**6,500**	19,400
Regent Park Revitalization	1,354	793	1,565	956	627	301	229	117				**4,588**	5,942
Scarlett/St Clair/Dundas		500	8,000	7,000	10,000	15,000	10,000					**50,500**	50,500
Six Points Interchange Redevelopment	14,200	9,500	11,002	20,829	18,778	2,988						**63,097**	77,297
St Clair West/Metrolinx Georgetown Grade Separation	2,000	-	4,000	2,000	12,000	12,000						**30,000**	32,000
Steeles Widenings (Tapscott Road - Beare Road)		1,500	500	4,000	4,000	17,000	13,000					**40,000**	40,000
Third Party Signals		900	900	900	900	900	900	900	900	900	900	**9,000**	
Yonge Street/Highway 401 Interchange Improvements	2,500			11,250	11,250							**22,500**	25,000
Other Projects		12,850	22,800	19,830	9,530	15,780	4,300	5,300	10,300	10,300	4,300	**115,290**	
Sub-Total		**58,807**	**85,590**	**92,125**	**95,591**	**79,407**	**43,429**	**36,317**	**26,200**	**16,200**	**5,200**	**538,866**	
Total Expenditures by Category (excluding carry forward)	-	**336,501**	**358,187**	**344,311**	**339,777**	**326,024**	**289,755**	**294,879**	**2,406,729**	**307,261**	**274,710**	**5,278,134**	

****Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Major Road Rehab projects)***

****The total project cost for the Gardiner reflects the 2012 - 2025 costs.***

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Cycling Infrastructure	510.0										510.0		510.0	
Total (Net)	**510.0**										**510.0**		**510.0**	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $510.0 million net over the 2016 – 2025 period, as shown in the table above.

- In 2016, Transportation Services will require additional operating funding of $0.510 million to maintain and service new cycling infrastructure (Richmond St., Adelaide St., Wellesley St.).

Waterfront Revitalization Initiative

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The revitalization of Toronto's Waterfront is a 25 to 30 year project, in coordination with the three orders of government that will leverage an investment of $1.5 billion ($500 million City share) to provide funding for projects that focus on public investment in infrastructure, roads, parks and public spaces, community facilities, brownfield remediation, and building sustainable communities.

The 2016–2025 Capital Budget and Plan provides $118.127 million in funding for Growth Related projects to complete the Fort York Pedestrian and Cycling Bridge, continue precinct implementation in the West Don Lands and East Bayfront and advance design and engineering for Lower Don Flood Protection, and create new linear park space for downtown neighbourhoods and the Waterfront.

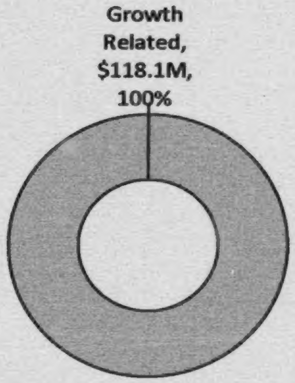
2016 Capital Budget Highlights

The 2016 Capital Budget for the Waterfront Revitalization Initiative of $25.339 million, excluding carry forward funding, will:

- ✓ Continue precinct implementation in the West Don Lands and East Bayfront ($2.190 million).
- ✓ Begin construction of the Fort York Pedestrian and Cycle Bridge ($9.481 million) and Under Gardiner Project ($10.000 million) that will link seven downtown neighborhoods to the waterfront.
- ✓ Advance design and engineering work for Lower Don Flood Protection Project ($2.000 million)

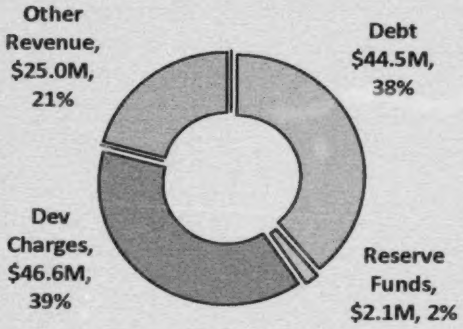
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$118.127 Million

2016-2025 Capital Budget and Plan by Funding Source



$118.127 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $118.127 million provides funding entirely for Growth related projects.

- Growth related projects included in the Capital Plan are: capital work within the East Bayfront and West Don Lands Precincts, the Fort York Pedestrian and Cycle Bridge, design and engineering for the Lower Don Flood Protection project, and Project: Under Gardiner.

Where does the money come from?

Waterfront Revitalization Initiative's 10-Year Capital Plan is funded by 4 major sources:

- New debt funding comprises 37.6% or $44.460 million of the Waterfront's 10-year capital funding, which is below the debt guideline by $3.563 million as a result of adjustments to maximize development charge funding for eligible projects.
- Development Charges represent the largest source of financing reflecting 39.4% or $46.598 million of total funding, in keeping with the nature of Waterfront projects, which support growth in the City.
- The Strategic Infrastructure Partnership Reserve Fund provides $2.070 million or 1.8% of required funding, which supports the costs associated with the Waterfront Project Secretariat.
- Third Party Contribution amounts to 21.2% or $25.000 million of total funding, reflecting new funding dedicated to the Under Gardiner project.

State of Good Repair Backlog

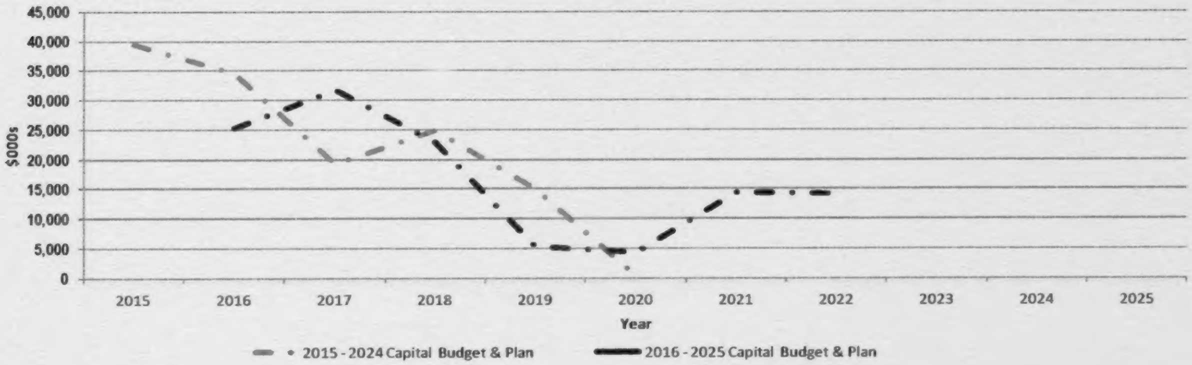
A backlog for State of Good Repair work does not exist for Waterfront Revitalization Initiative since the Program has no inventory of capital assets. Any capital assets that Waterfront Revitalization may create, is maintained by other City programs including Transportation; Parks, Forestry and Recreation; Toronto Water; and Solid Waste Management.

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $15.122 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $15.122 million or 11.3% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	39,393	34,620	19,155	24,925	14,956	200						133,249
2016 - 2025 Capital Budget & Plan		25,339	31,743	22,950	5,302	4,178	14,354	14,262				118,127
Change %		(26.8%)	65.7%	(7.9%)	(64.6%)	1,989.2%						(11.3%)
Change $		(9,282)	12,588	(1,975)	(9,654)	3,978	14,354	14,262				(15,122)

As made evident in the chart above, the change in the Capital Program reflects a decrease in total City funding for the remaining first phase of the Waterfront Revitalization Initiative:

- Of the initial $500 million City investment, only $118.127 million remains in the 2016 to 2022, to complete phase 1 projects, with no additional projects planned beyond that point.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $24.272 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the following factors:

- The reprioritization of Waterfront Revitalization Initiative's capital projects based on the readiness to proceed of capital work;
  - This review resulted in the realignment of projects within the Waterfront Revitalization Initiative's 2016 Capital Budget based on an evaluation of the progress on current projects such as the *Fort York Pedestrian and Cycle Bridge, East Bayfront and Lower Don Flood Protection* projects.
- The addition of the new *Project: Under Gardiner* made possible by $25 million donation towards the total cost of the initiative.

The following table provides details by project category within the 2016 – 2025 Capital Budget and Plan for the Waterfront Revitalization Initiative:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Growth Related													
Precinct Implementation Project													
West Don Lands	42,184	915	852	524	302	178	198	106				**3,075**	45,259
East Bayfront Transit	4,796	-	9,847	770								**10,617**	15,413
East Bayfront	100,535	1,275	6,445	6,056	5,000							**18,775**	119,310
Lower Don Flood Protection	5,000	2,000										**2,000**	7,000
Transportation Initiative													
Fort York Pedestrian Bridge	7,913	9,481	4,000									**13,481**	21,394
Gardiner EA	7,697	780										**780**	8,477
Regional Sports Centre						4,000	14,156	14,156				**32,311**	32,311
Precinct Planning	3,588	19										**19**	3,607
East Bayfront Reserve				10,000								**10,000**	10,000
Urban Planning Resources	1,596	270										**270**	1,866
Waterfront Secretariat	5,579	600	600	600								**1,800**	7,379
Under Gardiner	N/A	10,000	10,000	5,000								**25,000**	25,000
Sub-Total		**15,339**	**31,743**	**22,950**	**5,302**	**4,178**	**14,354**	**14,262**				**118,127**	**297,015**
Total Expenditures by Category (excluding carry forward)	-	**15,339**	**31,743**	**22,950**	**5,302**	**4,178**	**14,354**	**14,262**				**118,127**	**297,015**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Parks, Forestry & Recreation	293.0	1.3			180.0	2.5	2,953.5	41.3			3,426.5	45.1	7,108.9	96.7
Toronto Water			340.0	3.0	240.0	2.0					580.0	5.0	580.0	5.0
Transportation Services	191.1		27.7		6.2		3.8				228.8		228.8	
Solid Waste Management	31.5				5.5		7.4				44.4		44.4	
Total	**515.6**	**1.3**	**367.7**	**3.0**	**431.7**	**4.5**	**2,964.7**	**41.3**			**4,279.7**	**50.1**	**7,962.1**	**101.7**

The 10-Year Capital Plan will increase future year Operating Budgets for four City Programs by a total of $7.962 million net over the 2016 – 2025 period, as shown in the table above.

This is comprised of funding for the following City Programs:

- ***Parks, Forestry and Recreation (PF&R)*** - Over the 10-year period, $7.109 million net and 96.7 seasonal positions will be required to maintain proposed new parks and recreation facilities that are to be delivered through the Waterfront Revitalization Initiative.
- ***Toronto Water*** is anticipated to require $0.340 million net and 3 permanent positions in 2017; and $0.240 million net and 2 permanent positions in 2018 to support infrastructure in East Bayfront and West Don Lands.
- ***Transportation Services*** - Over the 10-year period, $0.229 million net will be required to maintain proposed new roads that are to be delivered through the Waterfront Revitalization Initiative.
- ***Solid Waste Management (SWM)*** - $0.044 million net is anticipated in future years for additional garbage and recycling bins to be implemented throughout the Waterfront.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Operating & Capital Budget Summaries for City Programs and Agencies:

Internal and Financial Services

311 Toronto

2016 OPERATING BUDGET OVERVIEW

311 Toronto is a preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week in over 180 languages.

2016 Budget Highlights

The total cost to deliver these services is $17.301 million gross and $8.982 million net as shown below.

(in $000's)	2015 Budget	2016 Budget	Change $	Change %
Gross Expenditures	17,092.7	17,300.6	208.0	1.2%
Gross Revenues	7,844.1	8,318.5	474.4	6.0%
Net Expenditures	**9,248.6**	**8,982.2**	**(266.4)**	**(2.9%)**

For 2016, 311 Toronto identified $0.361 million in opening budget gross expenditure pressures arising from increases in salary, benefit and sustainment costs to maintain integrated systems. The Program was able to offset these pressures through $0.628 million in inter-divisional recoveries and service efficiencies savings, thereby maintaining the 2015 level of service while at the same time achieving a $0.266 million or 2.9% decrease from the 2015 Net Budget.

311 Toronto continually strives to incorporate efficiencies within its processes to ensure resources are optimally utilized.

Fast Facts

- 101.5 full-time equivalent Customer Service Representatives, along with 8 coordinators roles, support the 311 service.
- Access to non-emergency City services for residents and businesses provided in over 180 languages 24/7.
- 311 anticipates handling 979,275 general inquiries and initiates 475,439 service requests for a total of 1,454,714 in 2015. Based on current trends, the 2016 anticipated contacts handled are 1,527,450 or an increase of 5% over 2015.

2016 Operating Budget Highlights

- The 2016 Operating Budget for 311 Toronto of $17.3 million provides funding for four service: Performance Reporting, Service Delivery, Development and Information & Business Processing.
- The Program has achieved a 2.9% net decrease from the 2015 Budget, exceeding the budget target of a 1% decrease. Measures taken to accomplish this were based on the following criteria:
  - ✓ Sustainable, on-going savings including efficiency savings of $0.153 million net as a result of a management reorganization;
  - ✓ Stable revenue adjustments in the form of inter-divisional recoveries following a full costing analysis of services provided for Solid Waste Management Services; and,
  - ✓ Target achievement without impacting Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, 311 Toronto accomplished the following:

- ✓ Tested and implemented a redundancy site at North York Civic Centre (NYCC). 311 Toronto is now able to provide uninterrupted services in the event of an emergency at Metro Hall.
- ✓ The mayor supported SWAT initiative between 311 Toronto and Toronto Water to provide homeowners with frozen pipes escalated service to ensure clarity and quick resolution.
- ✓ Providing after hours support to the IT Help Desk in logging certain service requests.
- ✓ Office dress code with new name badges was implemented, which will promote a professional work environment and team building spirit
- ✓ New approach for scheduling part time customer service representatives' time was developed. This initiative improves staff morale and relationship with the Union.
- ✓ The format and content of the internal periodical newsletter, 311 on 311, have significantly been redesigned with the focus on celebration and performance of the division.
- ✓ Set up 28 new Service Requests for Municipal Licensing and Standards (ML&S) and Parks & Waste Enforcement.
- ✓ Set up 14 new Service Requests related to Solid Waste park litter bins collection.

Our Service Deliverables for 2016

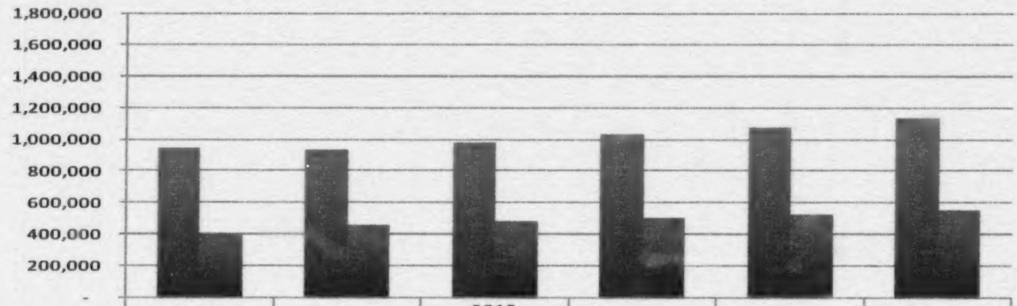
311 Toronto is responsible for providing non-emergency municipal information and services on a 24/7 basis. The 2016 Operating Budget will provide funding to:

- Continue operating on a 24 hour a day, seven days a week basis to provide reliable access to non-emergency City services for all residents and businesses in over 180 languages.
- Complete 70% of contacts at first point of contact and transferring less than 30% of all contacts to other Programs and Agencies.
- Log and track 100% of all 311 initiated complaints and all service requests.
- Ensure 100% of the information by Program is posted to the 311 Knowledge base in a timely and accurate manner.
- Enhance the use of speech analytics to drive efficiencies and increase customer satisfaction.
- Improve access to online services by moving customers to lower cost channels and continue to support the open data initiative by posting 311 reports online.
- Plan for the end of lifecycle replacement of servers, hardware and software to ensure continuity of the 311 Contact Centre Operations through the 2016-2025 Capital Budget and Plan.

Trends

- Total contacts are expected to increase by 5% in 2015 when compared to 2014 and 40% when compared to 2010.
- Estimated growth for customer contacts for 2016 is 5% excluding potential incremental growth due to the integrations with other City divisions.
- In 2015, 82% of all calls were answered within 75 seconds with an average talk time of 279 seconds per call.

General Inquiries and Service Requests Handled by 311 Toronto

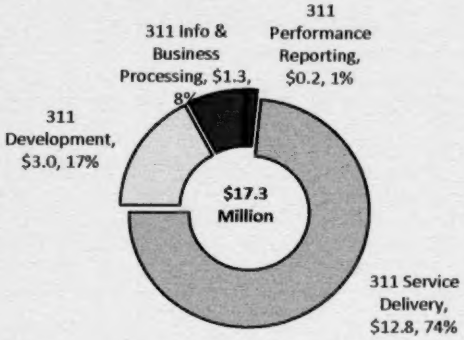


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
General Inquiries	944,011	932,643	979,275	1,028,239	1,079,651	1,133,633
Service Requests	393,439	452,799	475,439	499,211	524,172	550,380

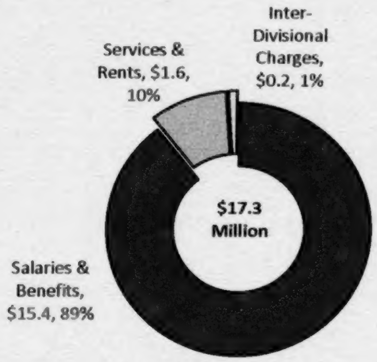
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

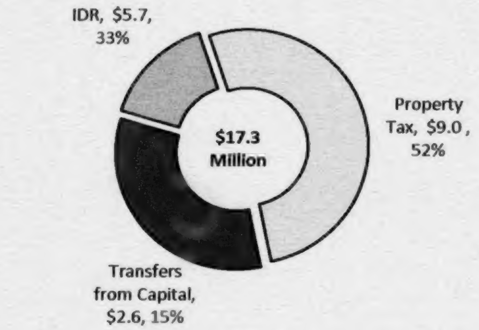


2016 Budget by Expenditure Category



Where the money comes from:

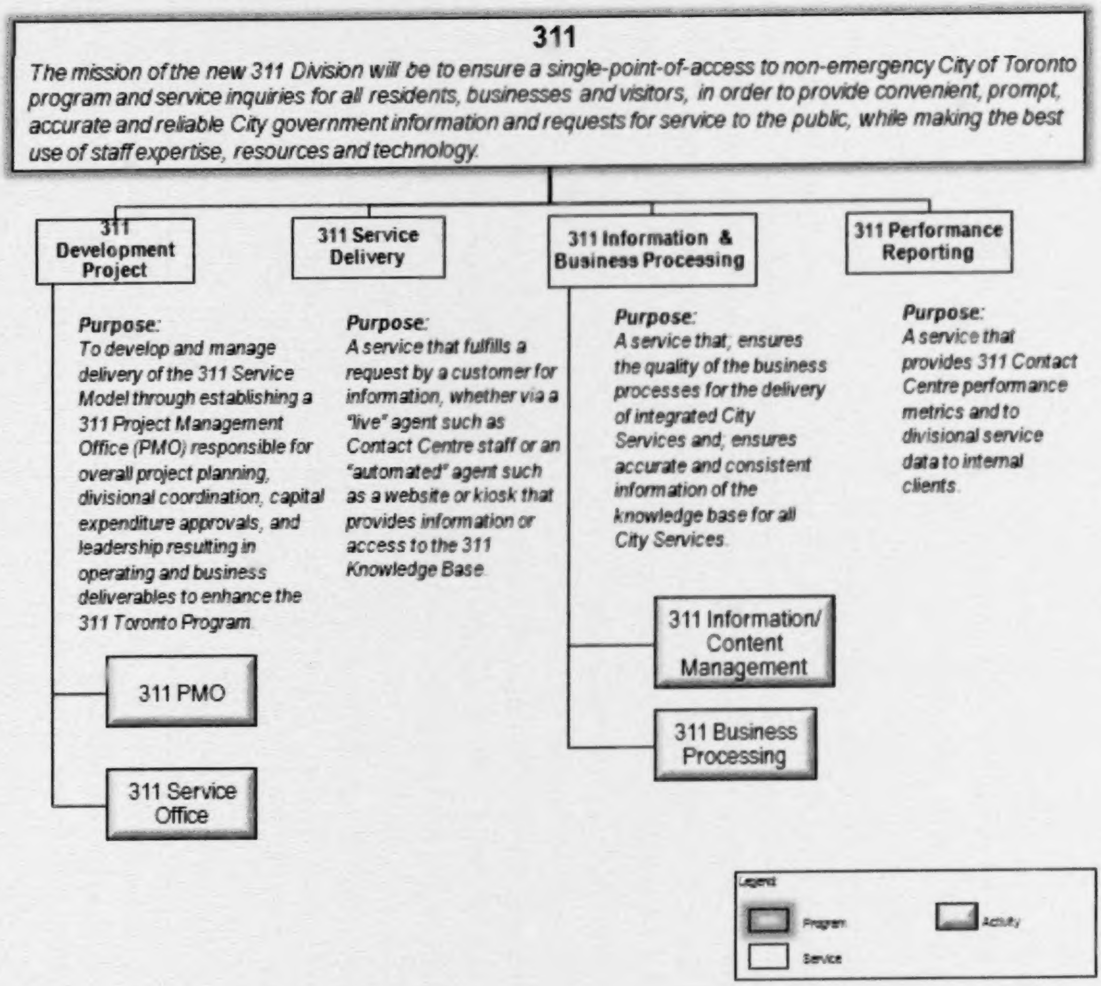
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- 311 continues to experience an increase in total contacts along with an increased complexity of calls.
  - ✓ Implementing initiatives that better anticipate scheduling requirements, focus on quality management to coach staff in minimizing handle time, and re-structure the call escalation process.
- With weather becoming increasingly volatile, 311 needs to focus on how to better prepare and respond effectively to unplanned weather and peak demand events.
  - ✓ Develop a part time availability process that increases flexibility when scheduling shifts to meet increased volumes.
  - ✓ Continue to develop partnerships with entities such as Toronto Hydro and Canada Post to ensure accurate and timely information is communicated to callers at the first point of contact.
  - ✓ Working with University of Toronto to analyze data on weather related trending and how it impacts 311 call volume.
- Employee development and staff engagement is a focus for succession planning.
  - ✓ Continue to emphasize a talent development program that provides employees opportunities to grow.

Program Map



311

The mission of the new 311 Division will be to ensure a single-point-of-access to non-emergency City of Toronto program and service inquiries for all residents, businesses and visitors, in order to provide convenient, prompt, accurate and reliable City government information and requests for service to the public, while making the best use of staff expertise, resources and technology.

311 Development Project

Purpose:
To develop and manage delivery of the 311 Service Model through establishing a 311 Project Management Office (PMO) responsible for overall project planning, divisional coordination, capital expenditure approvals, and leadership resulting in operating and business deliverables to enhance the 311 Toronto Program.

- 311 PMO
- 311 Service Office

311 Service Delivery

Purpose:
A service that fulfills a request by a customer for information, whether via a "live" agent such as Contact Centre staff or an "automated" agent such as a website or kiosk that provides information or access to the 311 Knowledge Base.

311 Information & Business Processing

Purpose:
A service that; ensures the quality of the business processes for the delivery of integrated City Services and; ensures accurate and consistent information of the knowledge base for all City Services.

- 311 Information/ Content Management
- 311 Business Processing

311 Performance Reporting

Purpose:
A service that provides 311 Contact Centre performance metrics and to divisional service data to internal clients.

Service Customer

311 Development Project
- City Divisions

311 Service Delivery
- Contact Customer

311 Information & Business Processing
- City Divisions
- Federal
- Provincial
- Special Purpose Bodies
- Not-for-Profit / NGOs

311 Performance Reporting
- Council
- City Manager
- City Divisions
- Toronto Water
- Solid Waste Management
- Transportation Services
- Municipal Licensing and Standards
- Urban Forestry

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
311 Performance Reporting											
Gross Expenditures	248.9	204.9	240.1		240.1	(8.8)	(3.5%)	(0.0)	(0.0%)	1.6	0.7%
Revenue					-	-	-				
Net Expenditures	248.9	204.9	240.1	-	240.1	(8.8)	(3.5%)	(0.0)	(0.0%)	1.6	0.7%
311 Service Delivery											
Gross Expenditures	12,438.7	12,355.0	12,752.3		12,752.3	313.6	2.5%	700.6	5.5%	93.3	0.7%
Revenue	5,293.6	5,293.6	5,693.6		5,693.6	400.0	7.6%	-		-	
Net Expenditures	7,145.1	7,061.4	7,058.8	-	7,058.7	(86.4)	(1.2%)	700.6	9.9%	93.3	1.2%
311 Development											
Gross Expenditures	2,989.2	1,911.0	2,960.4		2,960.4	(28.7)	(1.0%)	6.9	0.2%	30.9	1.0%
Revenue	2,550.5	1,333.6	2,624.9		2,624.9	74.4	2.9%	-		-	
Net Expenditures	438.7	577.4	335.6	-	335.6	(103.1)	(23.5%)	6.9	2.0%	30.9	9.0%
311 Information & Business Processing											
Gross Expenditures	1,415.9	1,034.1	1,347.8		1,347.8	(68.2)	(4.8%)	(0.0)	(0.0%)	8.9	0.7%
Revenue											
Net Expenditures	1,415.9	1,034.1	1,347.8	-	1,347.8	(68.2)	(4.8%)	(0.0)	(0.0%)	8.9	0.7%
Total											
Gross Expenditures	17,092.7	15,505.0	17,300.6	-	17,300.6	208.0	1.2%	707.4	4.1%	134.8	0.7%
Revenue	7,844.1	6,627.2	8,318.5	-	8,318.5	474.4	6.0%			-	
Total Net Expenditures	9,248.6	8,877.8	8,982.2	-	8,982.2	(266.4)	(2.9%)	707.4	7.9%	134.8	1.4%
Approved Positions	167.3	162.0	166.3	-	166.3	(1.0)	(0.6%)	6.0	3.6%		

The 311 Toronto's 2016 Operating Budget is $17.301 million gross and $8.982 million net, represents a 2.9% decrease from the 2015 Net Operating Budget and exceeds the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to salary and benefit increases relating to progression pay and step increases across all services within 311 Toronto, as well as system licensing and maintenance costs.
- These pressure have been fully offset by service efficiency savings following a deletion of one position and increased recovery for services provided for Solid Waste Management.
- Approval of the 2016 Operating Budget will result in 311 Toronto reducing its total staff complement by 1.0 position from 167.3 to 166.3.
- The 2017 and 2018 Plan increases are attributable to progression pay and step increases, as well as operating impacts of capital projects that require the addition of 6 permanent positions in 2017.
  - ➢ These positions will provide ongoing support on the 311 Contact Centre Enhancement Initiative upon completion of the Payment Module and City Booking and Scheduling Solution capital projects.

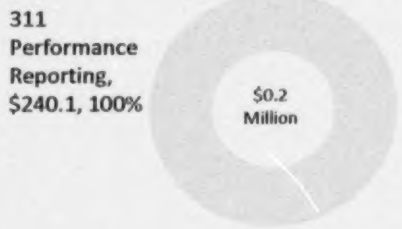
311 Performance Reporting

311 Performance Reporting

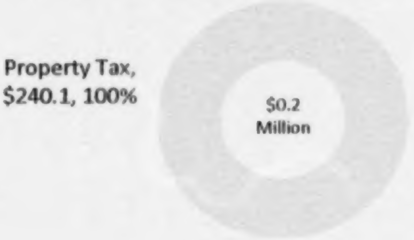
What We Do

- Provide 311 performance metrics and divisional service data to internal clients.
- Enable service planners to measure availability of the Business Intelligence (BI) system by measuring system uptime and downtime during regular business hours, (i.e. Monday to Friday 8:30 am to 4:30 pm) and assess whether the BI system is able to fully meet the demand of end users.

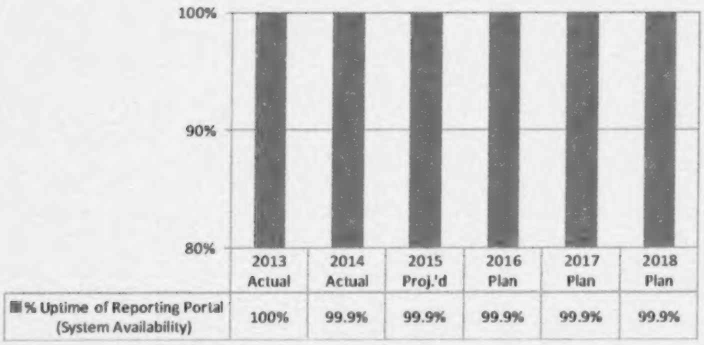
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



% of Uptime of Reporting Portal (System Availability)



	2013 Actual	2014 Actual	2015 Proj.'d	2016 Plan	2017 Plan	2018 Plan
▪ % Uptime of Reporting Portal (System Availability)	100%	99.9%	99.9%	99.9%	99.9%	99.9%

- 311 Toronto has not experienced unplanned downtime in the Business Intelligence System since the launch of Phase 1 in late 2012.
- When maintenance and software patches are performed, they are carried out overnight, to minimize the impact on system availability.

2016 Service Levels

311 Performance Reporting

Activity	Status	Approved Service Levels 2013	2014	2015	2016
No. of Users Trained on BI Reporting Tool	Approved	174	250	200	**150**
	Actual	65	31	46	
No. of times viewed or consulted BI Portal	Approved	1,250	1,375	7,000	**2500**
	Actual	1,300	2,852	1,657	

The 2016 Service Levels for 311 Performance Reporting are not consistent with the approved 2015 Service Levels. Proposed changes to 2016 Service Levels are as follows:

- The low actual performance for the number of users trained on BI is due to a delay in rolling out Phase 2 of Internet Protocol Contact Centre (IPCC), based on an assessment that the server could potentially become unstable. This delayed the launch of new reports therefore not as many users were required to be trained as anticipated. Open access to the BI tool provides key stakeholders with the ability to analyze information and thus make informed business decisions.
- The 2016 Service Level was adjusted to reflect the impact of this delay. With Phase 2 of IPCC scheduled for 2016, training will occur once again. The number of times the BI portal is viewed and consulted is expected to be closer to 2,500 visits per year based on the revised time lines for the IPCC rollout.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Performance Reporting	248.9	240.1		240.1	(8.8)	(3.5%)		**240.1**	(8.8)	(3.5%)	(0.0)	0.0%	1.6	0.7%
Total Gross Exp.	248.9	240.1		240.1	(8.8)	(3.5%)		**240.1**	(8.8)	(3.5%)	(0.0)	0.0%	1.6	0.7%
REVENUE														
311 Performance Reporting														
Total Revenues														
NET EXP.														
311 Performance Reporting	248.9	240.1		240.1	(8.8)	(3.5%)		**240.1**	(8.8)	(3.5%)	(0.0)	0.0%	1.6	0.7%
Total Net Exp.	248.9	240.1		240.1	(8.8)	(3.5%)		**240.1**	(8.8)	(3.5%)	(0.0)	0.0%	1.6	0.7%
Approved Positions														

The ***311 Performance Reporting Service*** provides 311 performance metrics and divisional service data to internal clients.

The 311 Performance Reporting Service's 2016 Operating Budget of $0.240 million gross and $0.240 million net is $0.009 million or 3.5% under the 2015 Net Budget.

- There is minimal change to the budget for this Service in 2016 with the only expenditure change (decrease of $0.009 million) resulting from salary and benefit adjustments based on actual expenditures.

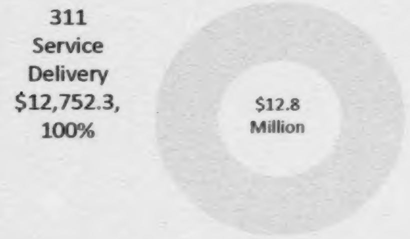
311 Service Delivery

311 Service Delivery

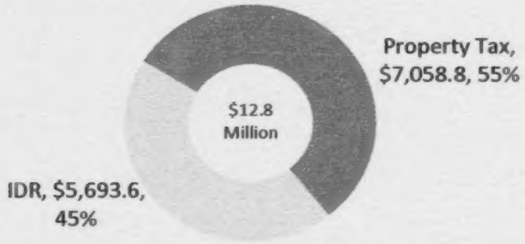
What We Do

- Provide quality customer service to residents, businesses and visitors requesting information and services. The public can access 311 through a variety of channels such as a "live" agent at the Contact Centre, email, fax, mail, website and smart phone. The types of requests can be classified as general inquiries or service requests generated.

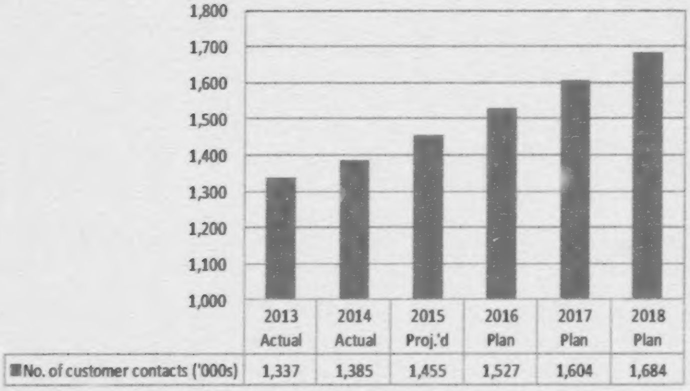
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of Customer Contacts (000s)



- Total number of contacts projected is 1,527,450 for 2016, representing a 5% increase over 2015, not including the impact of Revenue Service's tax and utilities functions integration.
- It is anticipated that the number of customer contacts to 311 Contact Centre will increase by 5% each year for 2016, 2017, and 2018, which does not include the potential increases due to integrations with other divisions such as MLS and Toronto Building.

2016 Service Levels

311 Service Delivery

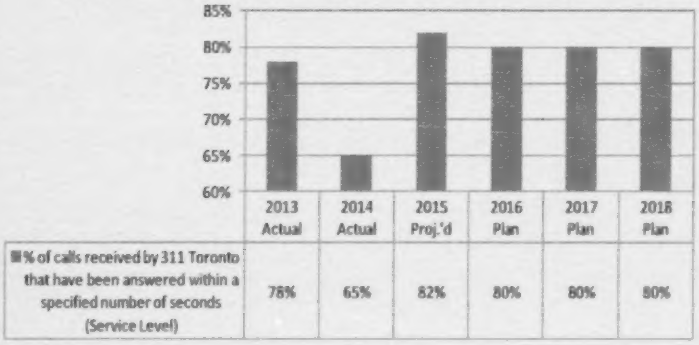
Activity	Status	Approved Service Levels			2016
		2013	2014	2015	
% of Calls received by 311 Toronto that have been answered within approved service standards (75 secs)	Approved	80%	80%	80%	80%
	Actual	78%	65%	82%	
% of Customer Contacts resolved at first point of contact (First Contact Resolution Rate)	Approved	70%	70%	70%	70%
	Actual	72%	74%	70%	
Average speed of answer - The average time it takes (in seconds) before a call is answered before the up-front recording / IVR	Approved	120	120	120	120
	Actual	60	95	39	
Average time spent (in seconds) by a 311 Customer Service Representative on a call including both talk time and wrap up time **Wrap up time was not tracked prior to 2014*	Approved	270	270	270	270
	Actual	277	299	279	

Note: The current average speed of answer is being maintained at 120 seconds, while the impacts of current and future integrations is assessed. For example, Revenue Services and Housing Connections.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for 311 Service Delivery.

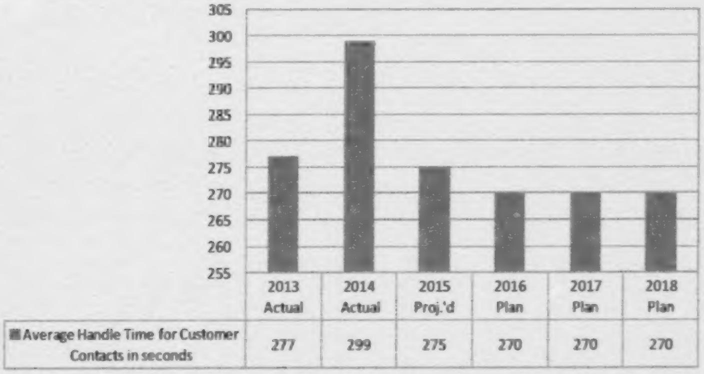
Service Performance

Efficiency Measure - % of calls received by 311 Toronto that have been answered within a specified number of seconds (Service Level)



- 311 answers 80% of incoming calls within 75 seconds, which is approved by City Council as a target service level.
- Another key driver is that calls continue to become increasingly complex by spanning over a multitude of services that 311 Toronto provides. With services provided by 311 Toronto continuing to rise, the complexity will also increase.

Efficiency Measure – Average Handle Time For Customer Contacts in Seconds



- The average handle time is affected by the complexity of general inquiries and service requests. Generally, service requests take double the time of general inquiries to resolve.
- Increased email volumes are more costly and time consuming to resolve as it usually takes multiple correspondences, requiring clarifications, which can be up to three times longer than a general inquiry.

Table 2
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Service Delivery	12,438.7	12,905.7	(153.3)	12,752.3	313.6	2.5%		12,752.3	313.6	2.5%	700.6	5.5%	93.3	0.7%
Total Gross Exp.	12,438.7	12,905.7	(153.3)	12,752.3	313.6	2.5%		12,752.3	313.6	2.5%	700.6	5.5%	93.3	0.7%
REVENUE														
311 Service Delivery	5,293.6	5,693.6		5,693.6	400.0	7.6%		5,693.6	400.0	7.6%				
Total Revenues	5,293.6	5,693.6		5,693.6	400.0	7.6%		5,693.6	400.0	7.6%				
NET EXP.														
311 Service Delivery	7,145.1	7,212.1	(153.3)	7,058.8	(86.4)	(1.2%)		7,058.8	(86.4)	(1.2%)	700.6	9.9%	93.3	1.2%
Total Net Exp.	7,145.1	7,212.1	(153.3)	7,058.8	(86.4)	(1.2%)		7,058.8	(86.4)	(1.2%)	700.6	9.9%	93.3	1.2%
Approved Positions			(1.0)	(1.0)	(1.0)	-		(1.0)	(1.0)	-		0.0%		

The ***311 Service Delivery Service*** represents 74% of the 2016 Operating Budget for 311 Toronto and provides customer service through various channels including "live" Customer Service Representatives at the Contact Centre, email, fax, mail, website and smart phone.

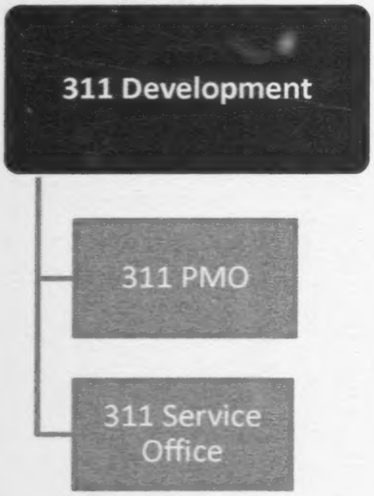
The 311 Service Delivery Service's 2016 Operating Budget of $12.752 million gross and $7.059 million net is $0.086 million or 1.2% under the 2015 Net Budget.

- Base budget pressures in 311 Service Delivery are primarily due to $0.300 million in progression pay and associated benefit increases, as well as system license and maintenance costs of $0.095 million.

In order to offset the above pressures, the 2016 Operating Budget for 311 Service Delivery includes:

- Inter-divisional recoveries from Solid Waste Management Services of $0.400 million; and
- Service efficiency savings of $0.153 million resulting from a reduction of one permanent filled management position with no impact on service level.

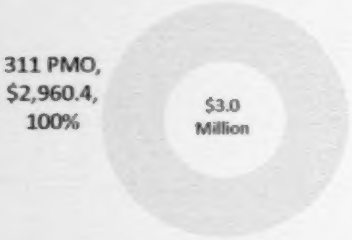
311 Development



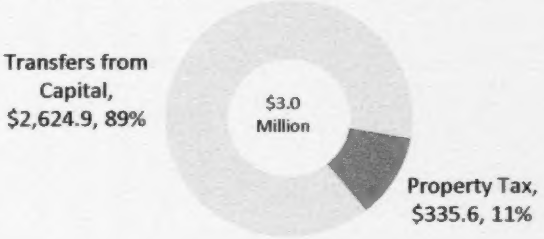
What We Do

- Develop and manage delivery of the 311 Service Model through the 311 Project Management Office (PMO) on time, on budget and within scope.
- Responsible for overall leadership in project planning, divisional coordination, and capital expenditure approvals in order to ensure business deliverables are met and enhance the 311 Toronto Program.
- Provides stakeholder insight on the number of new initiatives that are being planned for implementation through the Capital Budget.

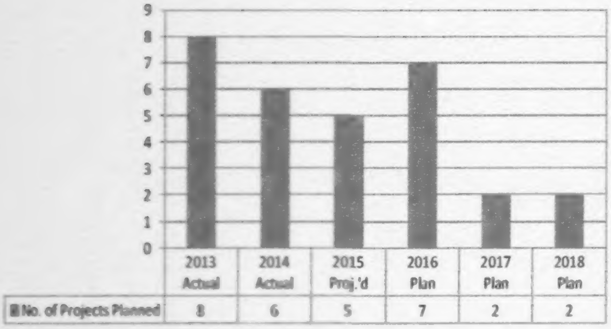
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of Projects Planned



- 2015/16 includes the final phase of technology that allows for accepting payments for various city programs, such as City recreation classes.
- Municipal Licensing & Standards and Toronto buildings service improvements and integrations are included in the 2016-2025 Capital Budget and Plan.
- A plan for future integrations beyond 2017 is currently being developed.

2016 Service Levels

311 Development

Activity	Status	Approved Service Levels			2016
		2013	2014	2015	
% of Projects Completed on Time (Schedule)	Approved	100%			100%
	Actual	58%	59%	71%	
% of Projects Completed within Budget	Approved	100%			100%
	Actual	100%			

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for 311 Development.

Table 2

2016 Service Budget by Activity

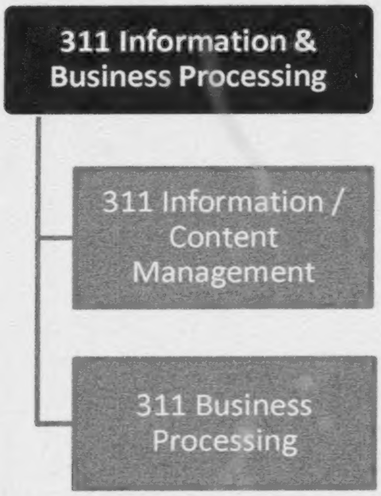
	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Project Management Office	2,989.2	2,960.4		2,960.4	(28.7)	(1.0%)		**2,960.4**	(28.7)	(1.0%)	6.9	0.2%	30.9	1.0%
Total Gross Exp.	2,989.2	2,960.4		2,960.4	(28.7)	(1.0%)		**2,960.4**	(28.7)	(1.0%)	6.9	0.2%	30.9	1.0%
REVENUE														
311 Project Management Office	2,550.5	2,624.9		2,624.9	74.4	2.9%		**2,624.9**	74.4	2.9%				
Total Revenues	2,550.5	2,624.9		2,624.9	74.4	2.9%		**2,624.9**	74.4	2.9%				
NET EXP.														
311 Project Management Office	438.7	335.6		335.6	(103.1)	(23.5%)		**335.6**	(103.1)	(23.5%)	6.9	2.0%	30.9	9.0%
Total Net Exp.	438.7	335.6		335.6	(103.1)	(23.5%)		**335.6**	(103.1)	(23.5%)	6.9	2.0%	30.9	8.3%
Approved Positions						-				-		-		-

The ***311 Development Service*** manages and implements the capital projects that are being planned for through the Capital Program of 311 Toronto.

The 311 Development Service's 2016 Operating Budget of $2.960 million gross and $0.336 million net is $0.103 million or 23.5% under the 2015 Net Budget, attributable to:

- Salary and benefit adjustments based on actual expenditures resulting in a net decrease of $0.029 million; and
- Additional capital recoveries of $0.074 million to offset salary, merit and step pressures.

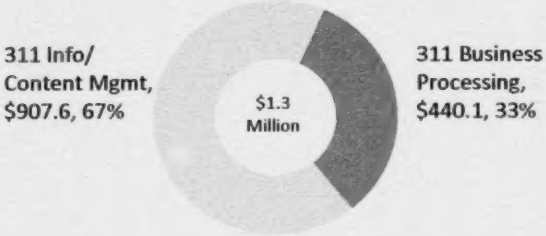
311 Information & Business Processing


311 Information & Business Processing
311 Information / Content Management
311 Business Processing

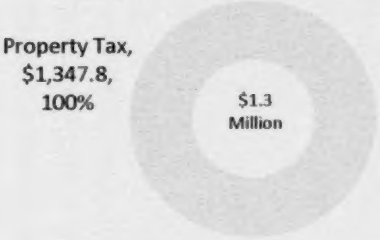
What We Do

- Ensure the quality of business processes for the delivery of integrated City services.
- Ensure accurate and consistent information contained in the knowledge base for all City services.

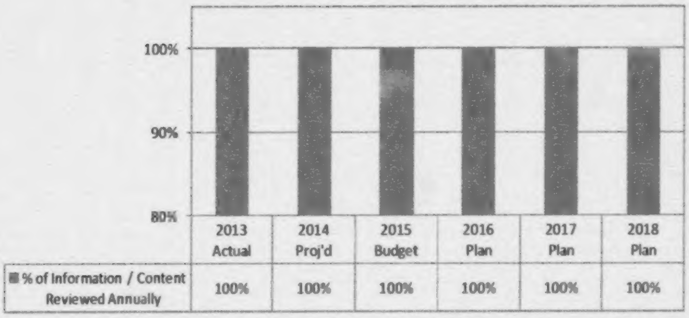
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



% of Information / Content Reviewed Annually



- The 311 Knowledge Base is a centralized repository for content about the City of Toronto's services and programs. This is the location for over 15,000 questions and answers that 311 has documented with collaboration from other City Programs.
- On average approximately 110 changes are made to the Knowledge Base in a day. Changes are made as new information is received from City Programs.

2016 Service Levels

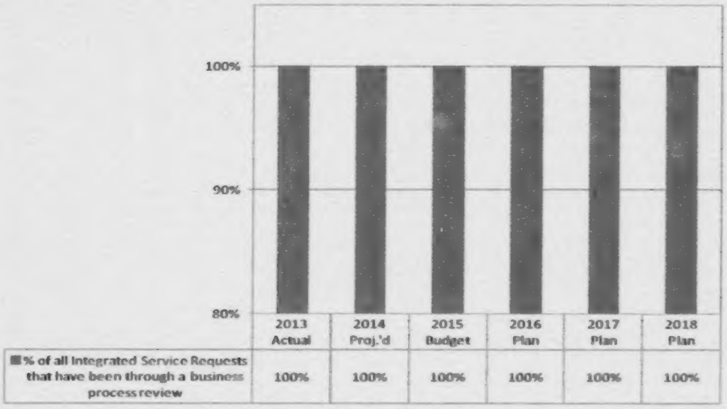
311 Information and Business Processing Service

Activity	Status	Approved Service Levels			2016
		2013	2014	2015	
No. of days to fulfill knowledge base solution content update request	Approved	5			5
	Actual	5			
% of Information / Content Reviewed Annually	Approved	100%			100%
	Actual	100%			

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for 311 Information and Business Processing Services.

Service Performance

Effectiveness Measure – % of All Integrated Services Requests that have been through a business process review



- Business process reviews ensure that all service requests available through 311 have been through a formal business process review exercise to ensure service quality with the applicable integrated division. Currently, over 684 types of service requests can be generated.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
311 Information/ Content Mgmt	950.6	907.6		907.6	(42.9)	(4.5%)		**907.6**	(42.9)	(4.5%)	(0.0)	0.0%	6.0	0.7%
311 Business Processing	465.4	440.1		440.1	(25.3)	(5.4%)		**440.1**	(25.3)	(5.4%)	(0.0)	0.0%	2.9	0.7%
Total Gross Exp.	1,415.9	1,347.8		1,347.8	(68.2)	(4.8%)		**1,347.8**	(68.2)	(4.8%)	(0.0)	0.0%	8.9	0.7%
REVENUE														
311 Information/ Content Mgmt						-				-				-
311 Business Processing						-				-				
Total Revenues						-				-				-
NET EXP.														
311 Information/ Content Mgmt	950.6	907.6		907.6	(42.9)	(4.5%)		**907.6**	(42.9)	(4.5%)	(0.0)	0.0%	6.0	0.7%
311 Business Processing	465.4	440.1		440.1	(25.3)	(5.4%)		**440.1**	(25.3)	(5.4%)	(0.0)	0.0%	2.9	0.7%
Total Net Exp.	1,415.9	1,347.8		1,347.8	(68.2)	(4.8%)		**1,347.8**	(68.2)	(4.8%)	(0.0)	0.0%	8.9	0.7%
Approved Positions						-				-				-

The ***311 Information and Business Processing Service*** ensures the quality of the business processes for the delivery of integrated City services and ensure accurate and consistent information of the Knowledge Base for all City services.

The 311 Information and Business Processing Service's 2016 Operating Budget of $1.348 million gross and $1.348 million net is $0.068 million or 4.8% under the 2015 Net Budget.

- There are few changes to the budget for this Service in 2016 with the only expenditure change (decrease of $0.068 million) resulting from salary and benefit adjustments based on actual expenditures.

311 Toronto

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

311 Toronto is a preferred first point of contact and gateway for residents, businesses and visitors, providing them with easy access to non-emergency information about City services and programs, 24 hours a day, seven days a week in over 180 languages. To deliver these services, the infrastructure and technology that support the highly complex contact centre and integrated system must operate without interruption. It is essential that the various assets to support these services are maintained and replaced regularly based on their lifecycles.

The 2016 – 2025 Capital Budget and Plan provides $21.987 million to fund State of Good Repair projects for server, hardware / software upgrades and Service Improvement projects that enable both online and assisted channels for booking facilities and scheduling appointments through the City Booking and Scheduling Solution, enhance online and 311 mobile capabilities, build sustainable platforms for public to register and pay for selected City services, and prepare service integrations with Municipal Licensing and Standards (ML&S).

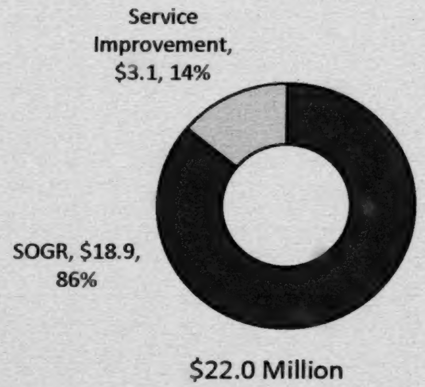
2016 Capital Budget Highlights

The 2016 Capital Budget for 311 Toronto of $3.352 million, excluding carry forward funding, will:

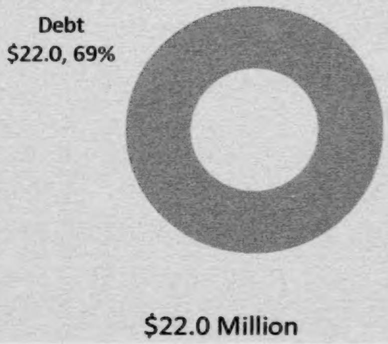
- ✓ Maintain the technology solution in a State of Good Repair to ensure continuity of the 311 Contact Centre operations ($1.507 million).
- ✓ Continue the implementation of City Booking and Scheduling Solution and the development of account management tool with payment module that will enable the public to register and pay for City services ($1.345 million).
- ✓ Continue project scoping and assessment of business requirements for service integration with Municipal Licensing and Standards ($0.500 million).

Capital Spending and Financing

2016 - 2025 Capital Budget and Plan by Expenditures Category



2016 - 2025 Capital Budget and Plan by Funding Source



Where does the money go?

The 2016 - 2025 Capital Budget and Plan totalling $21.987 million provides funding for:

- State of Good Repair (SOGR) projects that ensure hardware is upgraded every 5 years while the lifecycle replacement of the software to newer generation technology solutions occurs every 4 years allowing for continuity of operations.
- Service Improvement projects that expands 311's service offerings and integrations include:
  - A City Booking and Scheduling Solution to provide both online and assisted channels for booking facilities and scheduling appointments.
  - An account management tool to look up client information, register for City services and build the capacity to accept payments from public.
  - Expansion of 311's ability to provide additional services through future integrations with City Programs such as Municipal Licensing & Standards (ML&S) and Toronto Building which handle significant call volumes and could benefit from integrations with 311 Toronto.

Where does the money come from?

- The 10-Year Capital Plan is 100% debt funded.

State of Good Repair Backlog

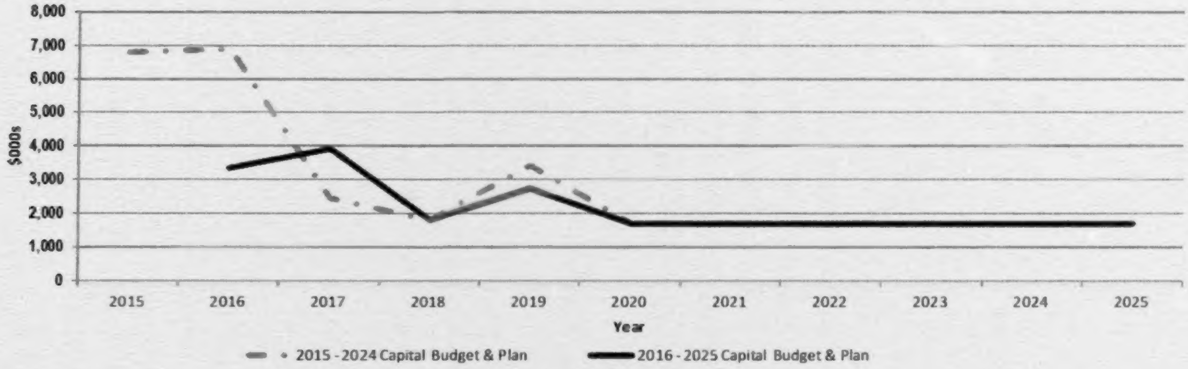
311 Toronto does not have a backlog of State of Good Repair for its inventory of capital assets. Funding included in the 10-Year Capital Plan addresses all state of good repair projects based on planned lifecycle without backlogs and ensures continuity of the 311 Solution.

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $7.676 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $7.916 million or 26.5% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	6,807	6,917	2,465	1,807	3,427	1,696	1,696	1,696	1,696	1,696		29,903
2016 - 2025 Capital Budget & Plan		3,352	3,925	1,807	2,727	1,696	1,696	1,696	1,696	1,696	1,696	21,987
Change %		(51.5%)	59.2%	0.0%	(20.4%)	0.0%	0.0%	0.0%	0.0%	0.0%		(26.5%)
Change $		(3,565)	1,460	-	(700)	-	-	-	-	-		(7,916)

The $7.916 million decrease in the Capital Program reflects strategic changes and revised assumptions on capital investments and spending included in the 2016 – 2025 Capital Plan for 311 Toronto.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $2.805 million decrease in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization and reallocation of 311 Toronto's capital projects based on the following factors:

- The transfer of $2.565 million for the *Channel and Counter Strategy* project from 311 Toronto to Facilities, Real Estate, Environment & Energy (FREEE) in 2016 based on project management accountabilities.
- Realignment of cash flow funding based on reassessments of planned activities and service needs.

The following table sets out the detailed list of projects, by category, included in the 2016 – 2025 Capital Budget and Plan for 311 Toronto:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
311 Technology Solution SOGR		1,507	2,665	1,807	2,727	1,696	1,696	1,696	1,696	1,696	1,696	**18,882**	
Sub-Total	-	**1,507**	**2,665**	**1,807**	**2,727**	**1,696**	**1,696**	**1,696**	**1,696**	**1,696**	**1,696**	**18,882**	-
Service Improvements													
311 Contact Centre Enhancement Initiative	9,077	1,345										**1,345**	10,422
Integrations with ML&S		500	260									**760**	760
Integrations with Toronto Building			1,000									**1,000**	1,000
Sub-Total	**9,077**	**1,845**	**1,260**	-	-	-						**3,105**	**12,182**
Total Expenditures by Category (excluding carry forward)	**9,077**	**3,352**	**3,925**	**1,807**	**2,727**	**1,696**	**1,696**	**1,696**	**1,696**	**1,696**	**1,696**	**21,987**	**12,182**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)*

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**	**$000s**	**Positions**
Previously Approved														
Cycling Infrastructure	510.0										510.0	-	510.0	-
Total (Net)	**510.0**	-	-	-	-	-	-	-	-	-	**510.0**	-	**510.0**	-

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $510.0 million net over the 2016 – 2025 period, as shown in the table above.

- In 2016, Transportation Services will require additional operating funding of $0.510 million to maintain and service new cycling infrastructure (Richmond St., Adelaide St., Wellesley St.).

Facilities, Real Estate, Environment & Energy

2016 OPERATING BUDGET OVERVIEW

Facilities, Real Estate, Environment & Energy (FREEE) work across the City with clients and stakeholders to deliver a comprehensive range of facility management, real estate services and sustainability programs in an efficient and effective manner that maximizes the City's property assets and delivers service excellence.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $193.121 million gross and $65.653 million net as shown below.

(in $000's)	2015 Budget	2016 Budget	Change $	Change %
Gross Expenditures	189,876.4	193,120.5	3,244.0	1.7%
Gross Revenues	123,559.1	127,467.2	3,908.1	3.2%
Net Expenditures	**66,317.4**	**65,653.3**	**(664.1)**	**(1.0%)**

Through operational efficiencies and increased leasing revenues, the Program is able to fully offset $1.146 million in operating budget pressures arising mainly from inflation in utilities and increases for staff salaries and benefits while maintaining the same service levels for 2016.

Fast Facts

- Manage over 9.6 million square feet of City-owned and operated facilities.
- Facilities Operations complete approximately 38,000 building maintenance work orders annually for City-owned facilities.
- Real Estate Services manage over 5,700 properties and 26.5 million square feet of building space in an Asset Portfolio worth $12 billion and manage 1,000+ leases in the portfolio generating over $48 million in annual lease revenues.
- Environment & Energy manages all aspects of energy supply and consumption on behalf of City divisions, monitoring 3,500 energy accounts with a total utilities budget in excess of $24 million.

2016 Operating Budget Highlights

- The 2016 Operating Budget of $193.1 million in gross expenditures provides funding for three services: Facilities Management, Real Estate and Environment & Energy.
- The Program has achieved the budget target of a -1% increase from the 2015 Budget through measures taken based on the following:
  - ✓ Efficiency savings ($1.320 million).
  - ✓ Sustainable cost reductions ($1.027 million).
  - ✓ Increased leasing revenues ($0.490 million).
  - ✓ Target achievement without impacting on Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, Facilities, Real Estate, Environment & Energy accomplished the following:

Facilities Management

- ✓ City-Wide standards – Operating standards baseline developed based on benchmarks and best practices – Building operations, Custodial and Security in scope.
- ✓ Re-Organization – Consolidated facilities operations and capital project delivery teams, developed client portfolios and Project Management Office (PMO) – building ownership under one team.

Real Estate

- ✓ Office Modernization Pilots (OMP) – Obtained approval from Council to modernize and standardize space and rationalize leased space with expected savings of 10 – 15% through the development of new space standards.
- ✓ Continued development of the future retail plans at Union Station, with plans to make the Station a destination for commuters and the local community, post-revitalization.

Environment & Energy

- ✓ Implementation of the Home Energy Loan Program, supporting deep energy retrofits in residential homes, resulting in an estimated reduction of GHG emissions of 2.6 tonnes annually. As of November 2015, a total of 88 loans have been issued for a total of approx. $1.0 million through this program.
- ✓ Development of the Energy Conservation and Demand Management (ECDM) Plan, identifying 528 City facilities as having high potential for energy conservation initiatives. Audits on 3 of these facilities will be completed to scope conservations measures to be implemented in 2016 as the initial projects in the ECDM plan.
- ✓ Continued implementation and administration of programs such as the Eco-Roof, Better Buildings Partnership, Smart Commute and Live Green Toronto, in which all engage the communities in environmental and energy conservation initiatives.

Our Service Deliverables for 2016

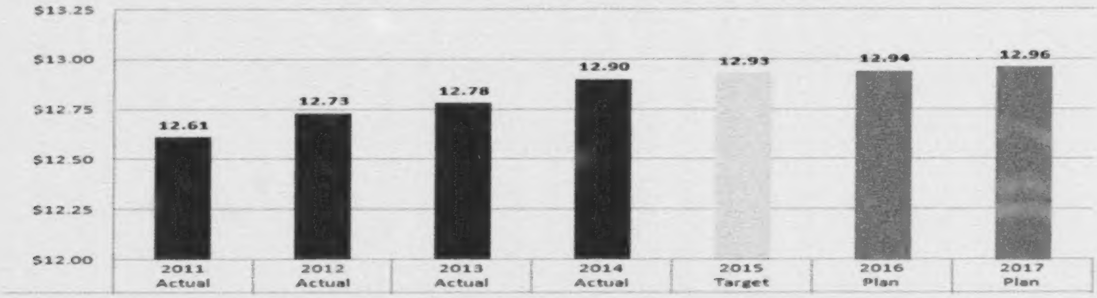
Facilities, Real Estate, Environment & Energy protect, maintain and maximize the City's investment in its public buildings and real property. The 2016 Operating Budget will:

- Maintain City facilities in a clean, safe, and accessible manner as per Council approved maintenance standards.
- Ensure the City's property portfolio is optimal and meets program requirements.
- Develop an organizational structure that optimizes preventative and demand maintenance with state-of-good-repair plans and maximizes project delivery.
- Reduce energy demand and greenhouse gases and increase use of renewable energy technologies and clean energy generation.
- Invest in the growth and development of staff through talent management, leadership development, succession planning, mentorship programs, and by creating a healthy and positive work space.
- Maximize lease revenues by negotiating optimal leasing arrangements.
- Conduct a City-wide Real Estate review to better coordinate real estate portfolios across City Divisions, Agencies and Corporations in order to centralize inventory, improve service delivery and find operational efficiencies.

Trends

- Facilities Management strives to operate efficiently to maintain a square foot cost allocation that reflects good value for money in a municipal setting.
- The cost/square foot includes custodial, building repairs & maintenance, security and utilities costs. Costs have stabilized from the use of a mixed service model for custodial and maintenance services, emphasizing a preventive maintenance plan and realizing energy efficiencies.

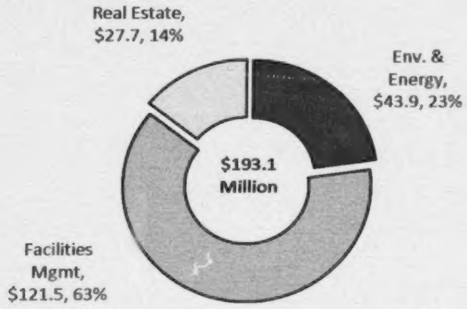
Building Operations & Maintenance Cost per sq.ft.



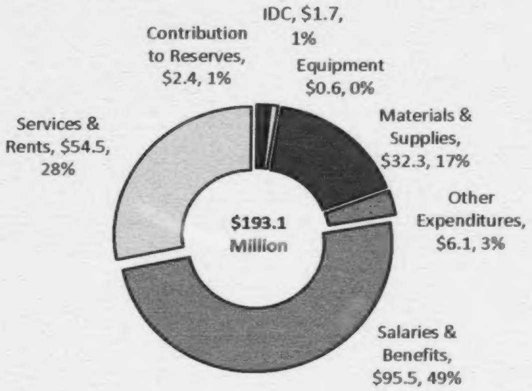
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

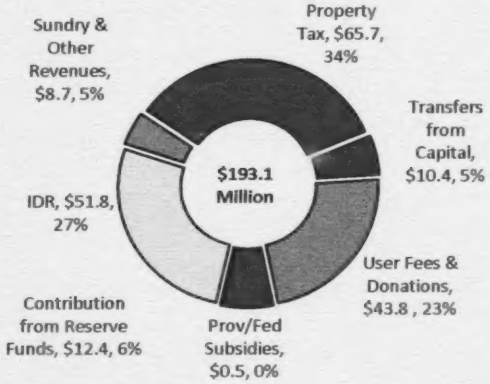


2016 Budget by Expenditure Category



Where the money comes from:

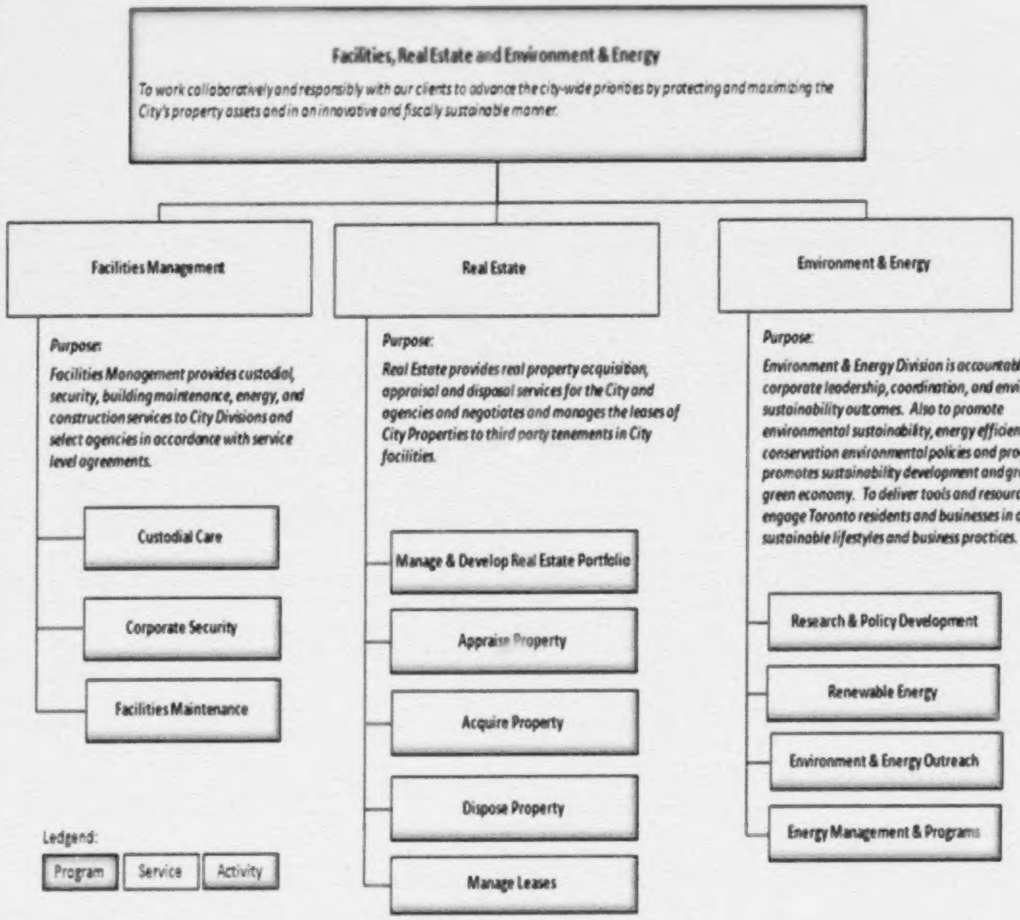
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- Improving resilience to high impact extreme weather events and ability to mitigate potential damages and disruption to City Programs and Agencies.
  - ✓ Two positions were filled in 2015 that are actively engaged in addressing City Council's directives on climate change mitigation and adaptation and the Climate Change Risk Management Policy. Staff reports to City Council are planned for the end of 2016.
- Unlocking the value of the City's real estate portfolio and maximizing the use of City-owned space while meeting client program requirements.
  - ✓ Act on opportunities through detailed review, market research and analysis by qualified staff to ensure City's Real Estate portfolio meets the needs of City Programs and Agencies.
- Coordination of preventative maintenance, SOGR and energy retrofit projects to ensure minimal impact and the most cost efficiency.
  - ✓ The operating impact resulting from the investment in SAP facilities maintenance functionality will automate core business processes related to facility work orders, scheduled preventative maintenance and inventory management, while interfacing with state of good repair plans.

Program Map



Facilities, Real Estate and Environment & Energy
Facilities Management
Real Estate
Environment & Energy
Custodial Care
Corporate Security
Facilities Maintenance
Manage & Develop Real Estate Portfolio
Appraise Property
Acquire Property
Dispose Property
Manage Leases
Research & Policy Development
Renewable Energy
Environment & Energy Outreach
Energy Management & Programs
Ledgend:
Program
Service
Activity

To work collaboratively and responsibly with our clients to advance the city-wide priorities by protecting and maximizing the City's property assets and in an innovative and fiscally sustainable manner.

Purpose:

Facilities Management provides custodial, security, building maintenance, energy, and construction services to City Divisions and select agencies in accordance with service level agreements.

Purpose:

Real Estate provides real property acquisition, appraisal and disposal services for the City and agencies and negotiates and manages the leases of City Properties to third party tenements in City facilities.

Purpose:

Environment & Energy Division is accountable for cross-corporate leadership, coordination, and environmental sustainability outcomes. Also to promote environmental sustainability, energy efficiency and conservation environmental policies and programs that promotes sustainability development and growth of green economy. To deliver tools and resources to engage Toronto residents and businesses in adopting sustainable lifestyles and business practices.

Service Customers

Facilities Management
- Visitors
- Residents
- City Employees
- Agencies
- City Divisions
- Community Groups
- Provincial & Federal Agencies
- Residential / Commercial Tenants

Real Estate
- Visitors
- Residents
- City Employees
- Agencies
- City Divisions
- Community Groups
- Provincial & Federal Agencies
- Residential / Commercial Tenants

Environment & Energy
- Residents
- City Employees
- Agencies
- City Divisions
- Provincial & Federal Agencies
- Residential / Commercial Tenants
- Toronto Building Owners

Table 1

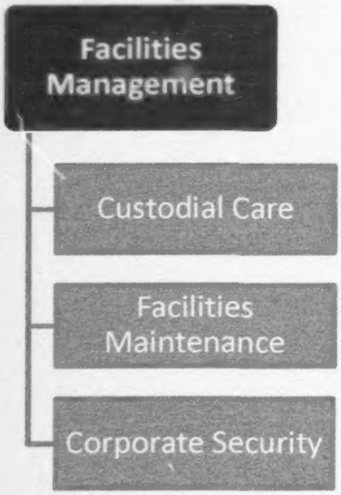
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Facilities Management											
Gross Expenditures	120,711.3	121,092.6	121,477.6		121,477.6	766.3	0.6%	(49.1)	(0.0%)	548.5	0.5%
Revenue	50,471.1	51,257.0	50,921.0		50,921.0	449.9	0.9%	59.8	0.1%	29.0	0.1%
Net Expenditures	70,240.2	69,835.5	70,556.5	-	70,556.5	316.4	0.5%	(109.0)	(0.2%)	519.5	0.7%
Real Estate											
Gross Expenditures	27,801.6	27,409.5	27,696.0		27,696.0	(105.6)	(0.4%)	169.9	0.6%	80.7	0.3%
Revenue	55,345.1	55,371.2	57,831.0		57,831.0	2,486.0	4.5%	123.0	0.2%	-	
Net Expenditures	(27,543.4)	(27,961.7)	(30,135.0)	-	(30,135.0)	(2,591.6)	9.4%	46.9	(0.2%)	80.7	(0.3%)
Environment & Energy											
Gross Expenditures	41,363.5	37,862.4	43,946.8		43,946.8	2,583.3	6.2%	2,211.5	5.0%	127.1	0.3%
Revenue	17,742.9	13,349.8	18,715.2		18,715.2	972.2	5.5%	2,249.0	12.0%	87.0	0.4%
Net Expenditures	23,620.5	24,512.6	25,231.7	-	25,231.7	1,611.1	6.8%	(37.5)	(0.1%)	40.1	0.2%
Total											
Gross Expenditures	189,876.4	186,364.5	193,120.5	-	193,120.5	3,244.0	1.7%	2,332.2	1.2%	756.2	0.4%
Revenue	123,559.1	119,978.0	127,467.2	-	127,467.2	3,908.1	3.2%	2,431.8	1.9%	116.0	0.1%
Total Net Expenditures	66,317.4	66,386.4	65,653.3	-	65,653.3	(664.1)	(1.0%)	(99.6)	(0.2%)	640.2	1.0%
Approved Positions	1,016.3	963.4	1,022.5	-	1,022.5	6.2	0.6%	(2.0)	(0.2%)		

The Facilities, Real Estate, Environment & Energy's 2016 Operating Budget is $193.121 million gross and $65.653 million net, representing a 1.0% decrease from the 2015 Net Operating Budget and is in line with the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to the cost of inflation in utilities in the Environment & Energy Service and in contractual agreements for maintenance and custodial services, as well as increases for staff salaries and benefits common across all services.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings by streamlining maintenance functions, reducing overtime and restructuring aspects of its organization to eliminate vacant positions, all without service level impacts.
- Approval of the 2016 Operating Budget will result in Facilities, Real Estate, Environment & Energy increasing its total staff complement by 6.2 positions from 1,016.3 to 1,022.5.
- The 2016 and 2017 Plan increases are attributable to debt repayments of completed capital projects related to the Sustainable Energy Program (SEP); impacts of capital project *Solar Photovoltaic (PV) FiT (Feed-in-Tariff)* that is expected to generate significant revenues as new locations go online in 2016 and 2017; and progression pay, step and associated benefits increases.

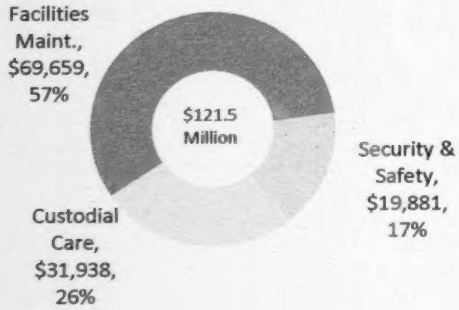
Facilities Management



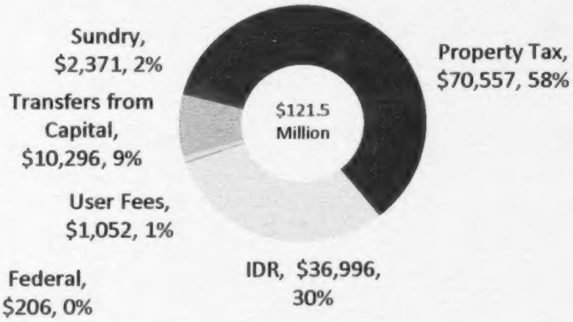
What We Do

- Provide leadership and stewardship of the City's facilities with a commitment to best practices incorporating environmental, social and economic principles.
- Provide routine maintenance, custodial care, security, and construction activities for City Programs and Agencies in accordance with service level agreements.
- Ensure facilities are safe, accessible and available to deliver programs and services by employing facility maintenance standards, life cycle planning and building condition assessments.

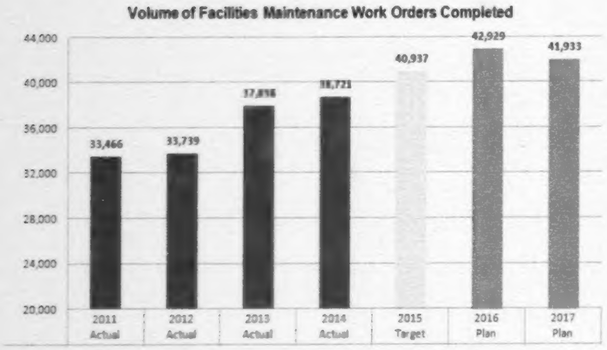
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Volume of Facilites Maintenance Work Orders Completed



- There are an increasing number of work orders driven by an aging build stock.
- Automation of work order management has improved our efficiency.
- On demand work orders expected to decline due to greater focus on preventative maintenance and capital project delivery.
- Improved preventative maintenance tools will allow for automated scheduling, mobile access and improved tracking of PM work order status.

2016 Service Levels

Facilities Management

			Approved Service Levels			
Activity	**Sub-Activity/Type**	**Status**	**2013**	**2014**	**2015**	**2016**
Custodial Care	Cleaning Services for City Buildings	Approved	Compliance with client SLAs for daily routine cleaning			Compliance with client SLAs for daily routine
		Actual	Compliant	Compliant	Compliant	
	Cleaning Services for Non City Run Programs	Approved	Compliance with client SLAs for daily routine cleaning			**Discontinued**
		Actual	Compliant	Compliant	Compliant	
Corporate Security	% of Corporate Security Projects Completed on Budget/Time	Approved	N/A	N/A	80%	**Discontinued**
	Average security system equipment downtime in hours per year	New	N/A	N/A	100%	**100%**
		Actual			99.9%	
	# of security issues / defects resolved within the standard period	New	N/A	N/A	100%	**100%**
		Actual				
	% increase / decrease in "non-routine" security occurrences Year Over Year (YOY)	Approved	N/A	N/A	-2%	-2%
		Actual	13%	-6%		
Facilities Maintenance	Scheduled Maintenance - Preventative	Approved	95% Compliance			**Discontinued**
	Scheduled Maintenance - On Demand	Approved	90% Compliance			**Discontinued**
	Asset Facility Management / Preservation	Approved	90% Compliance			**Discontinued**
	Environmental Assessments	Approved	95% Compliance			**Discontinued**
	Regulatory Compliance	Approved	100% Compliance			**Discontinued**
	On-Demand Requests for Facilities Maintenance	Approved	Compliance with desired maintenance response times to On Demand requests: Level 1 (emergency) – 2 hrs Level 2 (urgent service) – 48 hrs Level 3 (necessary service) – 5 days			Compliance with desired maintenance response times to On Demand requests: Level 1 (emergency) – 2 hrs Level 2 (urgent service) – 48 hrs Level 3 (necessary service) – 5 days
		Actual	Compliant	Compliant	Compliant	
	% of demand maintenance work completed within standards given availability of parts	New	N/A	N/A	N/A	**Under development**
	% of preventative maintenance work orders completed on schedule vs. planned schedule - Pilot Locations	New	N/A	N/A	80%	**80%**
		Actual	N/A	N/A	92% - 100%	
	% of Capital Spending Rate SOGR (excluding major projects)	New	N/A	N/A	80%	**80%**
		Actual	48%	56%	60%	
	% of Capital Spending Rate SOGR (including major and strategic projects)	New	N/A	N/A	80%	**80%**
		Actual	52%	51%	50%	
	% Client delivered SOGR projects	New	N/A	N/A	80%	**80%**
		Actual			85%	
	% Blended Capital Projects	New	N/A	N/A	80%	**80%**
		Actual			60%	

Facilities Management is currently undergoing a review of service levels, service standards and performance measures. As a result of this there have been a number of adjustments to service level standards and measures, all in an effort to ensure service levels reported reflect the services being performed by the Program. These adjustments were reported through Government Management Committee in June 2015 (http://www.toronto.ca/legdocs/mmis/2015/gm/bgrd/backgroundfile-81129.pdf). In addition, technical adjustments have been made to the Corporate Security activity to replace an existing measure with two new sub-activities to better represent its service level commitments.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Prelim Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Custodial Care	31,548.0	32,352.8	(257.6)	32,095.3	547.2	1.7%		32,095.3	547.2	1.7%	53.8	0.2%	140.0	0.4%
Facilities Maintenance	70,126.8	70,398.1	(897.2)	69,500.9	(625.8)	(0.9%)		69,500.9	(625.8)	(0.9%)	(140.5)	-0.2%	326.9	0.5%
Corporate Security	19,036.5	20,041.5	(160.0)	19,881.4	844.9	4.4%		19,881.4	844.9	4.4%	37.5	0.2%	81.6	0.4%
Total Gross Exp.	120,711.3	122,792.4	(1,314.8)	121,477.6	766.3	0.6%		121,477.6	766.3	0.6%	(49.1)	0.0%	548.5	0.4%
REVENUE														
Custodial Care	13,634.9	13,335.4		13,335.4	(299.5)	(2.2%)		13,335.4	(299.5)	(2.2%)				
Facilities Maintenance	30,096.2	30,404.6		30,404.6	308.3	1.0%		30,404.6	308.3	1.0%	58.8	0.2%	27.9	0.1%
Corporate Security	6,739.9	7,181.0		7,181.0	441.1	6.5%		7,181.0	441.1	6.5%	1.0	0.0%	1.1	0.0%
Total Revenues	50,471.1	50,921.0		50,921.0	449.9	0.9%		50,921.0	449.9	0.9%	59.8		29.0	0.1%
NET EXP.														
Custodial Care	17,913.2	19,017.4	(257.6)	18,759.9	846.7	4.7%		18,759.9	846.7	4.7%	53.8	0.3%	140.0	0.7%
Facilities Maintenance	40,030.5	39,993.5	(897.2)	39,096.3	(934.2)	(2.3%)		39,096.3	(934.2)	(2.3%)	(199.3)	-0.5%	299.0	0.8%
Corporate Security	12,296.6	12,860.5	(160.0)	12,700.4	403.8	3.3%		12,700.4	403.8	3.3%	36.5	0.3%	80.5	0.6%
Total Net Exp.	70,240.2	71,871.4	(1,314.8)	70,556.6	316.4	0.5%		70,556.6	316.4	0.5%	(108.9)	-0.2%	519.5	0.7%
Approved Positions	922.9	873.2	(3.0)	870.2	(52.7)	(5.7%)		870.2	(52.7)	(5.7%)		0.0%		

The ***Facilities Management Service*** provides routine maintenance, custodial care, security, and construction activities for City Programs and Agencies in accordance with service level agreements.

The Facilities Management Service's 2016 Operating Budget of $121.478 million gross and $70.557 million net is $0.316 million or 0.5% over the 2015 Net Budget.

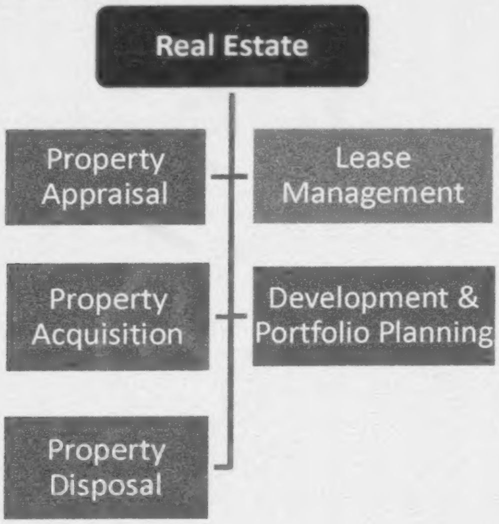
Base budget pressures in the Facilities Management Service are primarily due to the following:

- Increases in progression pay for union and management staff, and associated fringe benefit adjustments common among all activities resulting in an increase of $1.508 million in salaries and benefits.
- Inflationary increases of $0.586 million to reflect the multi-year contractual agreements with vendors for the procurement of goods and services for Custodial Care and Facilities Maintenance.
- Increases resulting from operating impacts from capital of $0.028 million, mainly for ongoing maintenance costs of security systems implemented at City facilities.
- Various other base budget changes, most notably the current enhanced security measures that have been in place since October 2014 at City Hall, Metro Hall and other Civic Centres ($0.675 million) being absorbed within the existing Facilities Management Service through further efficiencies found in contracted services for facilities management functions, resulting in a net $0 impact on the 2016 budget.

In order to offset the above pressures, the 2016 service cost changes for Facilities Management Service consists of service efficiency savings of $1.315 million, and base changes of $0.490 million as detailed below:

- Adjustments to interdepartmental recoveries resulting from economic factor increases, both salary and non-salary, for services provided to other City Divisions
- In addition, a reduction of one position in custodial services for the Toronto Water Island Treatment Plant. Toronto Water has indicated they will be carrying out this service through its own operating.
- Service Efficiencies of $1.315 million will result from streamlining maintenance functions, reducing overtime, implementing organizational restructuring to eliminate positions without service level impact, and in-sourcing half of all security system demand and preventative maintenance. These service efficiencies result in the reduction of 3 vacant positions.

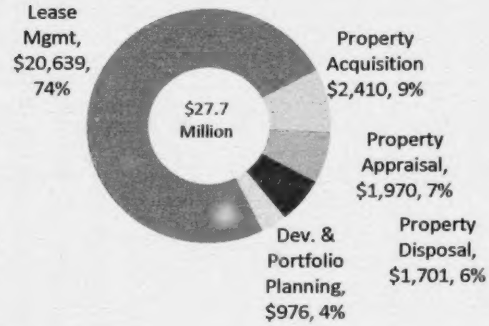
Real Estate



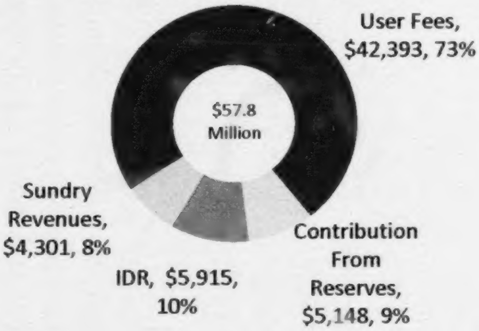
What We Do

- Provides property appraisal, negotiation, acquisition and disposal services for City Programs and Agencies to ensure the City's Real Estate portfolio represents a strategic asset mix that reflects program and stakeholders needs.
- Provide routine lease administration and manage leases of City properties with third party tenants.
- Maximize lease revenues by regularly reviewing the City's building portfolio and current market rates, negotiating optimal leasing arrangements and identifying target properties for acquisition or disposal to ensure the City's building portfolio is optimal.

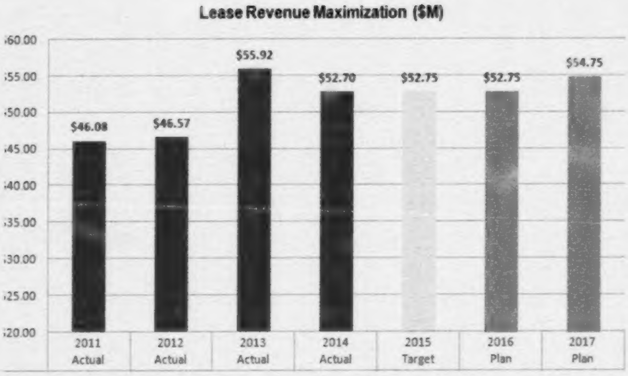
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Lease Revenue Maximization



- This measure demonstrates the revenue generation maximized for the lease of properties. The increases in 2012 and 2013 were related to new leases, lease adjustments and renewals.
- Leasing revenues continue to trend up which is driven by a focus on lease renewals and key assets such as Union Station and St Lawrence Market.
- This increasing trend is expected to continue as retail components of the Union Station Revitalization project are complete and leased out and settlements and lease renewals are executed.

2016 Service Levels

Real Estate

Activity	Sub-Activity/Type	Status	Approved Service Levels			
			2013	2014	2015	2016
Development and Portfolio Planning	Review Property Portfolio	Approved	100% Compliance			**Discontinue**
Property Appraisal	% compliance with completing appraisals requested within 6 weeks	Approved	90% Compliance			90% Compliance
		Actual	86%	86%	89%	
Property Acquisition	% compliance to acquire properties within client timeframes	Approved	80% Compliance			80% Compliance
		Actual	78%	80%	100%	
Property Disposal	% compliance with disposing of properties at 100% or better of appraised value	Approved	100% Compliance			100% Compliance
		Actual	100%	100%	100%	
Lease Management	Property Leasing	Approved	95% Compliance			**Discontinue**
	Negotiate New Leases	Approved	95% Compliance			**Discontinue**
	Renew Leases	Approved	95% Compliance			**Discontinue**
	Terminate Leases	Approved	100% Compliance			**Discontinue**
	Lease Payments	Approved	100% Compliance			**Discontinue**
	Receive Lease Revenue	Approved	95% Compliance			**Discontinue**
	Property Assessment Review	Approved	100% Compliance			**Discontinue**
	Property Assessment Savings & Revenues	Approved	100% Compliance			**Discontinue**

The Real Estate Services is currently undergoing a review of service levels, service standards and performance measures. As a result of this there have been a number of adjustments to service level standards and measures, all in an effort to ensure service levels report reflect the services being performed by the Program. These adjustments were reported through Government Management Committee in June 2015 (http://www.toronto.ca/legdocs/mmis/2015/gm/bgrd/backgroundfile-81129.pdf).

Table 2

2016 Service Budget by Activity

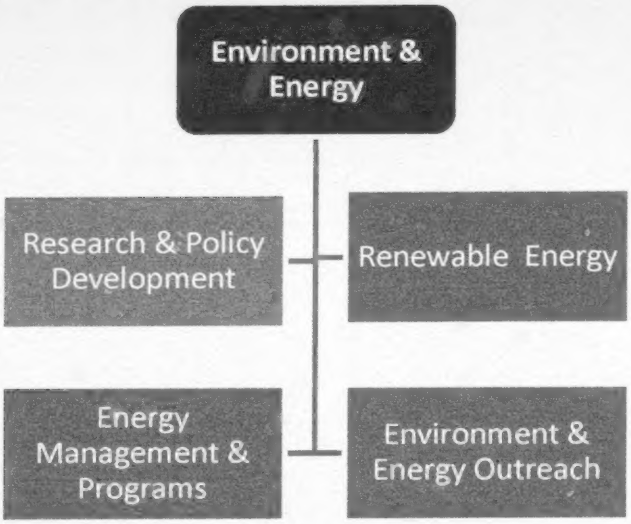
	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Prelim Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Development & Portfolio Planning	1,208.7	976.5		976.5	(232.2)	(19.2%)		976.5	(232.2)	(19.2%)	3.3	0.3%	3.3	0.3%
Lease Management	20,813.1	20,641.1	(2.2)	20,638.8	(174.2)	(0.8%)		20,638.8	(174.2)	(0.8%)	152.5	0.7%	40.1	0.2%
Property Acquisition	2,130.9	2,411.3	(1.0)	2,410.3	279.4	13.1%		2,410.3	279.4	13.1%	1.5	0.1%	11.2	0.5%
Property Appraisal	1,941.9	1,969.8	(0.3)	1,969.5	27.6	1.4%		1,969.5	27.6	1.4%	4.2	0.2%	9.8	0.5%
Property Disposal	1,707.0	1,701.1	(0.3)	1,700.9	(6.2)	(0.4%)		1,700.9	(6.2)	(0.4%)	8.4	0.5%	16.3	1.0%
Total Gross Exp.	27,801.6	27,699.7	(3.7)	27,696.0	(105.6)	(0.4%)		27,696.0	(105.6)	(0.4%)	169.9	0.6%	80.7	0.3%
REVENUE														
Development & Portfolio Planning	200.0				(200.0)	(100.0%)			(200.0)	(100.0%)				-
Lease Management	53,049.0	55,473.2		55,473.2	2,424.2	4.6%		55,473.2	2,424.2	4.6%	123.0			
Property Acquisition	674.1	928.2		928.2	254.1	37.7%		928.2	254.1	37.7%				
Property Appraisal	652.8	660.5		660.5	7.7	1.2%		660.5	7.7	1.2%				
Property Disposal	769.1	769.1		769.1				769.1						
Total Revenues	55,345.1	57,831.0		57,831.0	2,486.0	4.5%		57,831.0	2,486.0	4.5%	123.0			
NET EXP.														
Development & Portfolio Planning	1,008.7	976.5		976.5	(32.2)	(3.2%)		976.5	(32.2)	(3.2%)	3.3	0.3%	3.3	0.3%
Lease Management	(32,235.9)	(34,832.1)	(2.2)	(34,834.4)	(2,598.4)	8.1%		(34,834.4)	(2,598.4)	8.1%	29.5	-0.1%	40.1	(0.1%)
Property Acquisition	1,456.8	1,483.0	(1.0)	1,482.1	25.3	1.7%		1,482.1	25.3	1.7%	1.5	0.1%	11.2	0.8%
Property Appraisal	1,289.1	1,309.3	(0.3)	1,309.0	20.0	1.5%		1,309.0	20.0	1.5%	4.2	0.3%	9.8	0.7%
Property Disposal	937.9	932.0	(0.3)	931.8	(6.2)	(0.7%)		931.8	(6.2)	(0.7%)	8.4	0.9%	16.3	1.7%
Total Net Exp.	(27,543.4)	(30,131.3)	(3.7)	(30,135.0)	(2,591.6)	9.4%		(30,135.0)	(2,591.6)	9.4%	46.9	-0.2%	80.7	(0.3%)
Approved Positions	89.4	90.0		90.0	0.6	0.7%		90.0	0.6	0.7%	1.0	1.1%		

The ***Real Estate Service*** focuses on the provision of routine lease administration, acquisitions, disposals, property negotiations and appraisals to ensure the City's real estate assets represent a strategic portfolio mix reflecting City's Programs and Agencies and stakeholder needs.

The Real Estate Service's 2016 Operating Budget of $27.696 million gross and $30.135 million of net revenues is $2.592 million or 9.4% under the 2015 Net Budget.

- The year-over-year net decrease is mainly driven by an adjustment of $0.915 million through an increase in the draw on the Union Station Reserve Fund to offset inflationary increases for staff salaries and benefits, utilities, contracted services and facilities management requirements.
- Increased utility requirements for Old City Hall as a result of the HVAC system coming online at the end of 2015, as well as a transfer of revenues from the facilities management service due to a realignment, resulted in additional revenues of $0.768 million for the Real Estate service.
- In addition, a reduction of the expense budget related to real estate litigation settlement payments between 2003 and 2012 no longer required has resulted in expenditure reductions of $0.385 million.
- Additional lease revenues of $0.490 million were achieved through a total lease portfolio review to address significant lease over holds and adjust for prescribed lease increases and Common Area Maintenance (CAM) recoveries.
- Inter-departmental and salary and benefit adjustments and realignments also result in expenditure reductions of $0.030 million, as well as service efficiencies of $0.004 million.

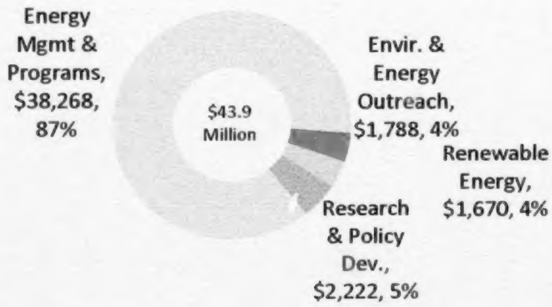
Environment & Energy


Environment & Energy
Research & Policy Development
Renewable Energy
Energy Management & Programs
Environment & Energy Outreach

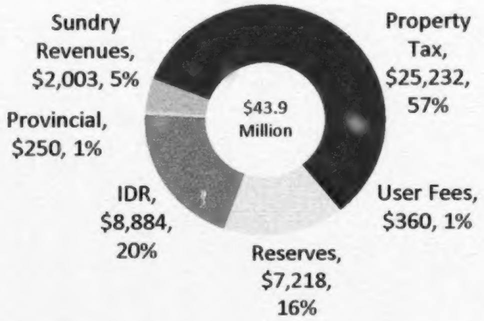
What We Do

- Provide cross-corporate leadership and coordination of activities to achieve sustainable environment and energy outcomes.
- Lead the development and implementation of innovative environmental and energy policies and programs to help reduce greenhouse gas emissions, facilitate energy conservation and demand management and ensure security of the energy supply.
- Inspire citizens, businesses, and other stakeholders to make Toronto North America's most environmentally sustainable city.
- Build a Resilient City by delivering tools and resources to engage residents and businesses in adopting sustainable lifestyles and practices.

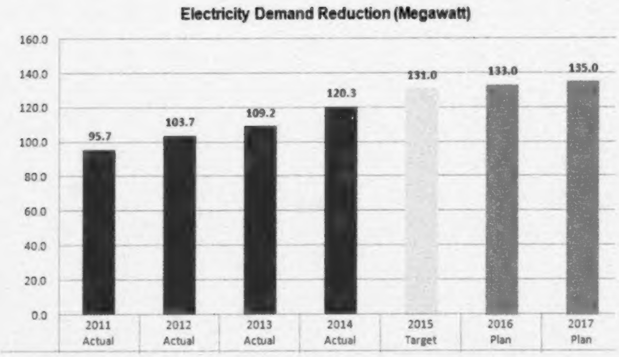
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Electricity Demand Reduction



- This graph represents cumulative amounts. Since 2011, there has been reduction in electricity demand every year.
- A goal of the Environment and Energy Division (EED) is to reduce electricity demand in Toronto by 133 megawatts by 2016, focusing on energy inefficient buildings and infrastructure, and encouraging stakeholders to reduce energy consumption through planned efficiencies and effective communication strategies. The EED continues to trend towards achieving this goal.

2016 Service Levels

Environment & Energy

Activity	Sub-Activity/Type	Status	Approved Service Levels			2016
			2013	2014	2015	
Research & Policy Development	Energy Supply Agreements	Approved	Uninterrupted utility service as a result of contracting 100% of the time			Discontinue
	Energy Retrofits	Approved	Savings of up to 25% of building energy use			Discontinue
Environment & Energy Outreach	Administer Loan Programs	Approved	100% loan repayments are received on time with no defaults			Discontinue
	Funding Agreements	Approved	Average 22 Megawatt per year			Discontinue
Renewable Energy Office	Revenue ($) generated from completed renewable energy projects vs. business case projected target ($) per year	Approved	Meet or exceed target revenue			Meet or exceed target revenue
			$352.6K	$493.9K	$599.4K	$875.0K
		Actual	$398.6K	$500.0K	$530.0K	
Energy Management & Programs	Achieve or surpass 70% waste diversion per year on a corporate level	Approved	Beyond 70%	Beyond 70%	Beyond 80%	Beyond 90%
		Actual	81%	89%	90%	
	Normalized energy consumption (eKWH) per sq. ft. for corporate buildings per year	New	-		30	29
		Actual	29.52	29.47	29.41	

Environment & Energy is currently undergoing a review of service levels, service standards and performance measures. As a result of this there have been a number of adjustments to service level standards and measures, all in an effort to ensure service levels report reflect the services being performed by the Program. These adjustments were reported through Parks & Environment Committee in June 2015 (http://www.toronto.ca/legdocs/mmis/2015/pe/bgrd/backgroundfile-81312.pdf).

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Prelim Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Energy Management & Programs	35,910.5	38,267.8	(0.2)	38,267.7	2,357.2	6.6%		**38,267.7**	2,357.2	6.6%	711.5	1.9%	106.1	0.3%
Environment & Energy Outreach	1,902.5	1,787.9	(0.3)	1,787.6	(114.9)	(6.0%)		**1,787.6**	(114.9)	(6.0%)	4.1	0.2%	5.7	0.3%
Renewable Energy	1,312.3	1,669.6		1,669.6	357.2	27.2%		**1,669.6**	357.2	27.2%	1,491.9	89.4%	5.9	0.2%
Research & Policy Development	2,238.1	2,223.3	(1.3)	2,221.9	(16.1)	(0.7%)		**2,221.9**	(16.1)	(0.7%)	3.9	0.2%	9.3	0.4%
Total Gross Exp.	41,363.5	43,948.6	(1.8)	43,946.8	2,583.3	6.2%		**43,946.8**	2,583.3	6.2%	2,211.5	5.0%	127.1	0.3%
REVENUE														
Energy Management & Programs	15,429.3	15,991.9		15,991.9	562.6	3.6%		**15,991.9**	562.6	3.6%	760.0		87.0	0.5%
Environment & Energy Outreach	870.6	882.1		882.1	11.5	1.3%		**882.1**	11.5	1.3%				
Renewable Energy	969.0	1,381.5		1,381.5	412.5	42.6%		**1,381.5**	412.5	42.6%	1,489.0			
Research & Policy Development	474.0	459.6		459.6	(14.4)	(3.0%)		**459.6**	(14.4)	(3.0%)				
Total Revenues	17,742.9	18,715.2		18,715.2	972.2	5.5%		**18,715.2**	972.2	5.5%	2,249.0		87.0	0.4%
NET EXP.														
Energy Management & Programs	20,481.2	22,275.9	(0.2)	22,275.7	1,794.5	8.8%		**22,275.7**	1,794.5	8.8%	(48.5)	-0.2%	19.1	0.1%
Environment & Energy Outreach	1,031.9	905.8	(0.3)	905.5	(126.4)	(12.2%)		**905.5**	(126.4)	(12.2%)	4.1	0.5%	5.7	0.6%
Renewable Energy	343.4	288.1		288.1	(55.3)	(16.1%)		**288.1**	(55.3)	(16.1%)	2.9	1.0%	5.9	2.0%
Research & Policy Development	1,764.1	1,763.6	(1.3)	1,762.3	(1.8)	(0.1%)		**1,762.3**	(1.8)	(0.1%)	3.9	0.2%	9.3	0.5%
Total Net Exp.	23,620.5	25,233.4	(1.8)	25,231.7	1,611.1	6.8%		**25,231.7**	1,611.1	6.8%	(37.5)	-0.1%	40.1	0.2%
Approved Positions	4.0	62.3	1.0	63.3	59.3	1482.8%		**63.3**	59.3	1482.8%		0.0%		

The ***Environment & Energy Service*** works with residents, businesses and City Programs and Agencies to reduce greenhouse gas emissions, build a resilient city, facilitate energy conservation and demand management and ensure energy security and supply.

The Environment & Energy Service's 2016 Operating Budget of $43.947 million gross and $25.232 million net is $1.611 million or 6.8% over the 2015 Net Budget.

Base budget pressures in Environment & Energy Service are primarily due to the following:

- Inflationary increases of $0.940 million due to rising utility rates, specifically electricity, natural gas and water rates, under Energy Management & Programs.
- Additional costs related to Union Station of $0.782 million due to an expected increase in utilities usage related to the new concourse and retail areas to be open in 2016. This is offset in the Real Estate Service through an increase in recoveries/revenues from tenants for this cost increase.
- The revenue reduction of $0.255 million is reflected in the Environment & Energy Service related to the elimination of a temporary Supervisor, Environmental Policy position and a temporary Project Lead Environment position in the Facilities Management Service which results in a zero net impact at the FREEE program level.

The above pressures have been partially offset through inter-divisional and salary and benefit adjustments and realignments resulting in reductions of $0.364 million, as well as service efficiencies of $0.002 million.

Facilities, Real Estate, Environment & Energy

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Facilities, Real Estate, Environment & Energy (FREEE) has lead responsibility for capital preservation, repairs and improvements for 460 City-owned facilities with an approximate replacement value of $4.420 billion including Union Station, covering more than 11.5 million square feet.

Facilities Management continues to implement large scale, multi-year major capital projects, including the *Union Station Revitalization, St. Lawrence Market North Redevelopment* and completing the final stages of the *Nathan Phillips Square Revitalization* and *Old City Hall HVAC and Electrical Upgrades*.

The 2016 – 2025 Capital Plan of $1.1 billion focuses on addressing core state of good repair and essential life cycle replacement projects so that all users of City facilities can enjoy safe and functional environments. The 10-Year Capital Plan provides funding to address state of good repair backlog and to implement key service improvement initiatives including the revitalization of Union Station, the redevelopment of St. Lawrence Market North, and various renewable energy and energy efficiency projects in a manner that maximizes the utility of the City's capital assets.

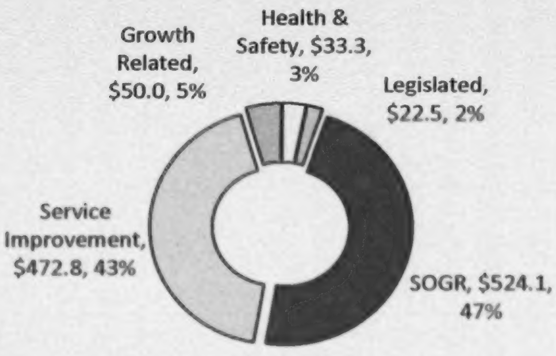
2016 Capital Budget Highlights

The 2016 Capital Budget for Facilities, Real Estate, Environment & Energy of $153.522 million, excluding carry forward funding, will:

- ✓ Continue to deliver the Sustainable Energy Program projects that range from identifying energy from sustainable sources to provide cleaner alternatives to generating energy from fossil fuels, to implementing energy generation and conservation solutions in facilities to build efficiencies and resiliency ($18.163 million);
- ✓ Address State of Good Repair backlog ($44.809 million); and
- ✓ Continue Service Improvement projects including delivery of the *Union Station Revitalization* ($67.897 million) and *Toronto Strong Neighbourhoods* ($2.720 million).

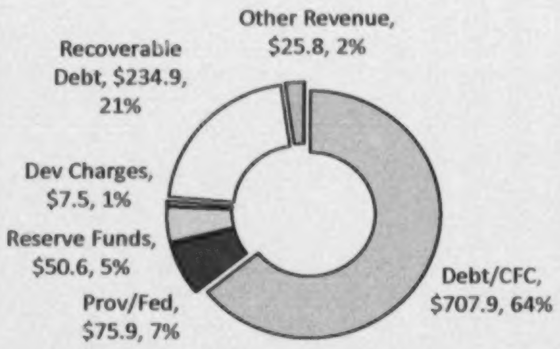
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$1,102.7 Million

2016-2025 Capital Budget and Plan by Funding Source



$1,102.7 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $1.1 billion provides funding for:

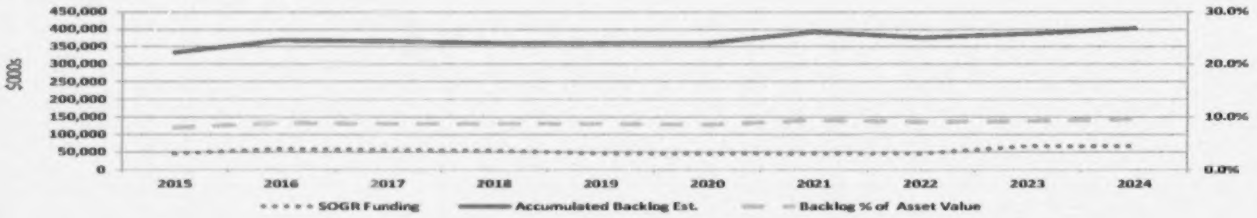
- State of Good Repair (SOGR) projects representing the largest portion of funding, to maintain assets, including structural repairs, re-roofing, and renovations to mechanical and electrical systems.
- Service Improvements, which is comprised of Energy Retrofit and Renewable Energy Projects, and large scale, multi-year redevelopment and revitalization capital projects.
- Health and Safety projects related to emergency repairs and corporate security.
- Legislated projects such as environmental remediation and barrier free/accessibility.
- Growth related projects such as the *North West Path*.

Where does the money come from?

- New debt funding of $707.949 million, which exceeds the debt target by $55.411 million over the 10-year period, to fund additional investment of $50.0 million for the *North West (NW) Path – Phase 2* initiative.
- Provincial/Federal contributions of $75.918 million are primarily used to fund the Union Station Revitalization project.
- Recoverable debt of $234.861 million will be repaid through energy savings realized from sustainable energy projects, and future streams of leasing revenues and/or savings from Union Station and St. Lawrence Market North upon completion.
- Other sources of funding of $83.940 million that include the use of reserve/reserve funds, development charges, and funding from third parties such as Toronto Parking Authority and VIA Rail.

State of Good Repair Backlog

The 10-Year Capital Plan provides cash flow funding of $524.054 million for SOGR to address the backlog. Even with this substantial investment, the Program's SOGR backlog as a % of asset replacement value will increase from 10.9% in 2016 to 13.2% in 2025.

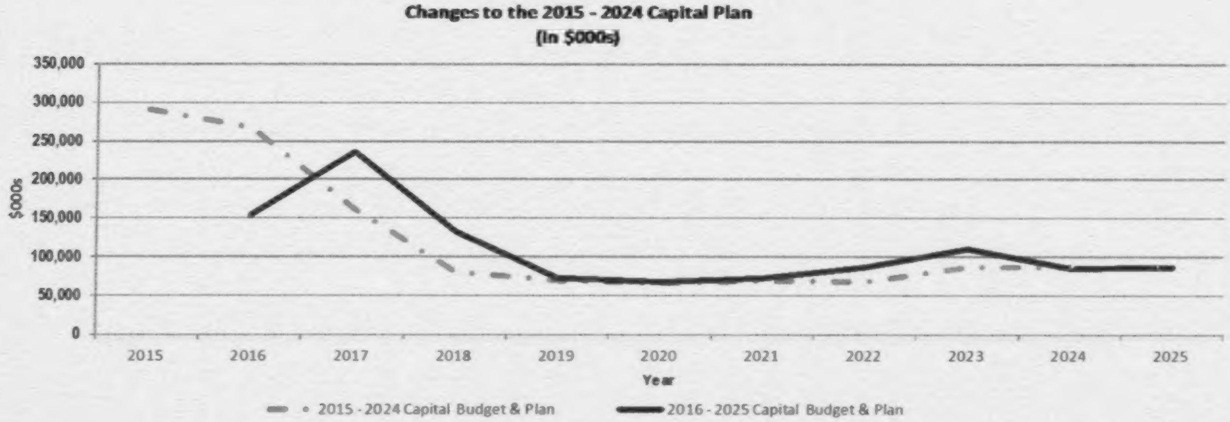


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $143.453 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $143.453 million or 11.5% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	290,238	267,891	161,887	79,975	69,701	66,843	68,749	67,315	86,239	87,282		**1,246,120**
2016 - 2025 Capital Budget & Plan		153,522	235,213	132,605	72,182	67,630	72,748	86,318	110,242	85,752	86,455	1,102,667
Change %		(42.7%)	45.3%	65.8%	3.6%	1.2%	5.8%	28.2%	27.8%	(1.8%)		**(11.5%)**
Change $		(114,369)	73,326	52,630	2,481	787	3,999	19,003	24,003	(1,530)		**(143,453)**

The $143.453 million decrease in the Capital Program is mainly the result of program in 2015 on the Union Station Revitalization and the St. Lawrence Market North projects. These large scale redevelopment projects are the main drivers of funding in 2015 to 2018, with future year cash flows returning to average funding levels for Facilities, Real Estate, Environment & Energy capital projects.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $52.380 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Facilities, Real Estate, Environment & Energy 's capital projects based on the following factors:

- *Union Station Revitalization* – Based on approved changes from City Council on July 7, 2015 through report GM5.19 (http://www.toronto.ca/legdocs/mmis/2015/gm/bgrd/backgroundfile-81488.pdf) cash flow funding was revised to increase funding by $59.243 million to address additional cost pressures with an offsetting reduction in scope to the North West Path – Phase 2 extension of $55.0 million.
    - ➢ As a result, total project costs were increased by $4.3 million over years 2015 – 2018. The impact to the nine common years of the Capital Plan (2016-2024) is a funding increase of $12.743 million.

- As a result of funding and resource constraints mentioned above, the North West PATH - Phase 2 extension to connect with the existing PATH system at Wellington Street was deferred to future years and additional cash flow funding of $50.0 million has now been restored in the 2016 – 2025 Capital Plan to complete the second phase of this project.

The following table details the projects, by category included in the 2016 – 2025 Capital Budget and Plan for Facilities, Real Estate, Environment & Energy:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Emergency Repairs		990	227	1,006	702	3,931	1,530	1,880	1,482	2,467	5,058	19,273	
City-Wide Physical Security Enhancements			1,150	1,000	850	850	850	850	850	850	850	8,100	
Others		200	1,000	4,100	600							5,900	
Sub-Total		1,190	2,377	6,106	2,152	4,781	2,380	2,730	2,332	3,317	5,908	33,273	
Legislated													
Environmental Remediation		1,042	1,575	1,798	1,440	1,479	1,518	1,558	1,600	1,642	1,686	15,338	
Barrier Free / Equity		451	4,509	1,200								6,160	
Others		510	500									1,010	
Sub-Total		2,003	6,584	2,998	1,440	1,479	1,518	1,558	1,600	1,642	1,686	22,508	
State of Good Repair													
Re-Roofing		2,694	2,781	823	34	545	890	2,953	4,604	7,219	2,131	24,674	
Structural / Building Envelope		16,047	19,955	13,972	20,541	18,720	17,549	12,448	18,060	12,625	17,127	167,044	
Mechanical and Electrical		13,556	13,909	21,559	17,745	10,080	12,753	14,660	19,086	19,438	20,484	163,270	
Sitework		3,548	4,728	3,769	2,225	4,235	7,450	5,101	5,591	3,628	7,075	47,350	
Renovations		7,141	6,136	2,844	3,570	7,980	8,991	9,518	17,469	9,583	17,799	91,031	
Others		1,823	1,877	1,780	533	3,060	1,217	3,350	2,500	14,300	245	30,685	
Sub-Total	-	44,809	49,386	44,747	44,648	44,620	48,850	48,030	67,310	66,793	64,861	524,054	-
Service Improvements													
Energy Retrofit Projects		250										250	
Community Energy Planning		2,250	3,250	3,761	1,351	1,000	1,000	1,000	1,000	1,000	1,000	16,612	
Renewable Energy Program		7,200	15,850	6,000	6,000	4,500	3,000	2,000	2,000	2,000	2,000	50,550	
District Energy Systems			2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	18,000	
Demand Response Program		885	1,000	1,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	16,885	
Residential Energy Retrofit Program		3,000										3,000	
Energy Conservation & Demand Management		4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	40,000	
Special Corporate Projects		962	1,728									2,690	
Combined Heat & Power (CHP)		578	2,000	2,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	25,578	
St. Lawrence Market North Redevelopment	22,512		22,094	46,852								68,946	91,458
Toronto Strong Neighbourhoods Strategy	380	2,720	5,150	3,750								11,620	12,000
Channel & Counter Strategy	486	2,565										2,565	3,051
Electrical Resiliency Program		2,900										2,900	2,900
Office Modernization Program	3,120	6,030										6,030	9,150
Union Station Revitalization	611,268	67,897	116,003	5,532								189,432	800,700
Others		4,283	3,791	3,859	5,591	250	-					17,774	
Sub-Total	637,766	105,520	176,866	78,754	23,942	16,750	15,000	14,000	14,000	14,000	14,000	472,832	919,259
Growth Related													
North West (NW) Path - Phase 2							5,000	20,000	25,000			50,000	50,000
Sub-Total		-	-	-	-	-	5,000	20,000	25,000	-	-	50,000	50,000
Total Expenditures by Category (excluding carry forward)	637,766	153,522	235,213	132,605	72,182	67,630	72,748	86,318	110,242	85,752	86,455	1,102,667	969,259

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

Projects	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Solar PV FiT Program	(124.5)		(1,569.0)		(87.0)						(1,780.5)	-	(1,780.5)	-
City-Wide Physical Security Enhancements	30.3										30.3	-	30.3	-
Operating Impacts of Mobility	(2.7)										(2.7)	-	(2.7)	-
Total Recommended (Net)	**(96.9)**	**-**	**(1,569.0)**	**-**	**(87.0)**	**-**	**-**	**-**	**-**	**-**	**(1,752.9)**	**-**	**(1,752.9)**	**-**

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $1.753 million net over the 2016 – 2025 period, as shown in the table above.

This is comprised of revenues generated from capital initiatives as well as increased costs required to sustain the following capital projects:

- *Solar Photovoltaic (PV) FiT (Feed-in-Tariff) Program* – Solar Photovoltaic installations is expected to generate significant revenues as new locations go online in 2016 and 2017. It is anticipated that 24 new projects will go online in 2016 with 28 new projects to follow in 2017.
- *City-Wide Physical Security Enhancements* – Funding is required to sustain security and safety systems implemented through this program to meet the legislatively prescribed standards ($0.030 million net).
- *Operating Impacts of Mobility* – Facilities Management is currently in the process of implementing the SAP Mobility Project to provide field staff and supervisors with the ability to create, and update work order data from the field, allowing for real-time data visibility at the district headquarters and improved client visibility of work completion. The required funding will be used for annual maintenance costs for the SAP Mobility Platform as well as ongoing operating expenditures which include costs related to server maintenance, mobile wireless charges, mobile device repair/replacement and license fees.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Financial Services

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Financial Services' 2016-2025 Capital Plan will continue to leverage information technology and focus on system and business process improvements that transform financial planning and management processes for divisional; corporate and Council decision making.

The 2016–2025 Capital Budget and Plan allocates funding for state of good repair to upgrade and replace to information systems; improve accuracy and timeliness of information; standardize reporting practices across the City and facilitate improved information distribution to Divisions, Committees and Council.

The 10-Year Capital Plan also allocates funding of $14.548 million to improve and transform service delivery and optimize the use of the City's financial information systems, using best and leading practices.

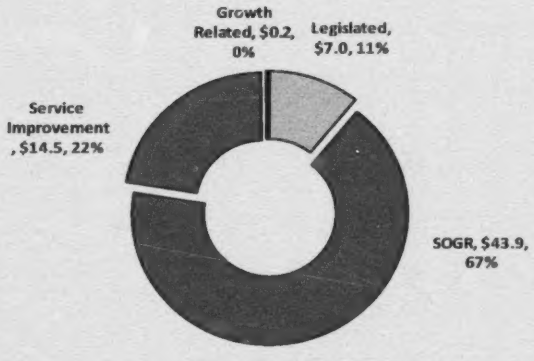
2016 Capital Budget Highlights

The 2016 Capital Budget for Financial Services of $18.923 million, excluding carry forward funding, will:

- ✓ Begin the business requirements for the *Integrated Asset Planning Management* project ($1.283 million).
- ✓ Continue the *Supply Chain Management Transformation* project ($3.251 million) and PCI Compliance ($2.021 million).
- ✓ Complete the *FPARS Enterprise Performance Management (EPM)* functionality ($5.612 million) and *Payroll Timesheets Upgrade (CATS)* project ($4.494 million).

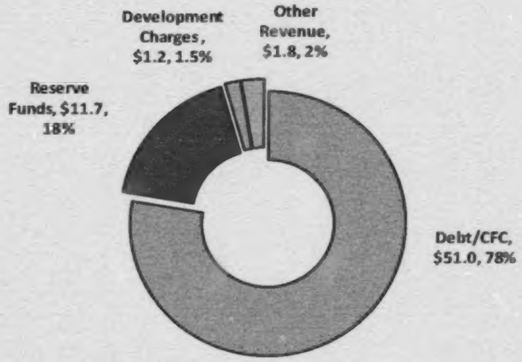
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$65.661 Million

2016-2025 Capital Budget and Plan by Funding Source



$65.661 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $65.661 million provides funding for:

- State of Good Repair projects of $43.909 million; Service Improvement projects of $14.548 million; Legislated projects of $7.041 million and Growth Related projects of $0.163 million.
- The 2016-2025 Capital Plan enables significant investments for periodic system repairs and upgrades and major business transformation projects, including:
  - ➢ *Tax and Utility Billing System ($18.975 million);*
  - ➢ *Supply Chain Management Transformation* ($6.075 million) and *PCI Compliance* ($6.021 million);
  - ➢ Completion of the *Financial Planning Analysis & Reporting System (FPARS)* ($5.612 million);
  - ➢ *Integrated Asset Planning & Management - migration to a new capital budgeting system, including mandatory future year upgrades ($4.300 million);*
  - ➢ *Time management component of the City's SAP Payroll (CATS) ($4.494 million).*

Where does the money come from?

The 2016-2025 Capital Plan is funded from the following sources:

- Debt funding of $51.013 million comprises 77.7% of the Financial Services' 10-Year Capital Plan.
- Reserves and Reserve Funds provide funding of $11.703 million or 17.8%.
- Other funding sources of $1.762 million or 2.7% are provided from Rate Supported Programs
- $1.183 million or 1.8% from Development Charges.

State of Good Repair Backlog

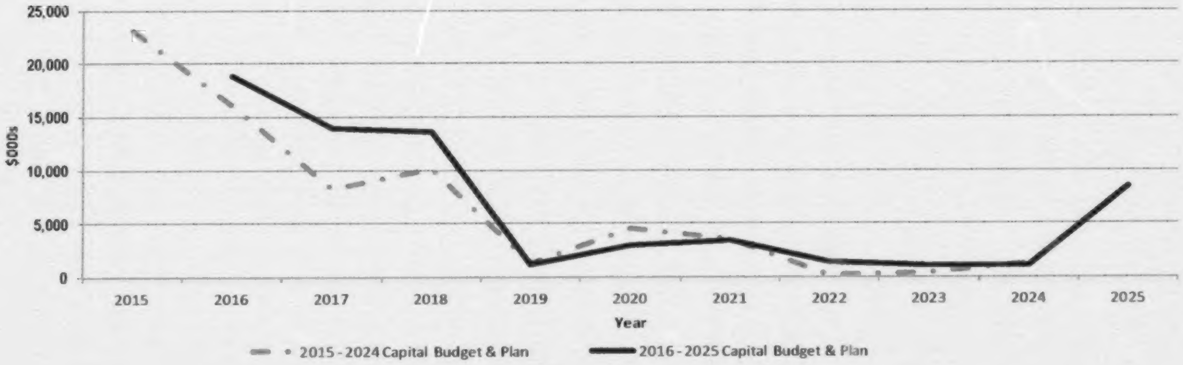
Financial Services does not have a backlog of State of Good Repair for its inventory of capital assets. Funding included in the 10-Year Capital Plan addresses all state of good repair projects based on planned lifecycle without backlogs and ensures continuity of the City's technology.

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $2.954 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $2.954 million or 4.3% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	23,121	16,101	8,262	10,095	1,281	4,550	3,505	125	375	1,200		68,615
2016 - 2025 Capital Budget & Plan		18,923	13,899	13,564	1,156	2,939	3,391	1,375	975	1,000	8,439	65,661
Change %		17.5%	68.2%	34.4%	(9.8%)	(35.4%)	(3.3%)	1,000.0%	160.0%	(16.7%)		(4.3%)
Change $		2,822	5,637	3,469	(125)	(1,611)	(114)	1,250	600	(200)		(2,954)

As made evident in the chart above, the $2.954 million decrease in the Capital Program reflects minor modifications in view of the current spending pattern of some projects and the changing requirements to maintain updated lifecycle technology for Information & Technology capital assets.

- As the City has been investing in capital projects to transform business processes and back office functions, many of the capital projects included in the 10-Year Capital Plan will require new funding in 2016 and future years for the replacement of outdated systems as technology is continually changing and improving. Investments will begin to decelerate in 2019 reflecting the lifecycle of upgrades to systems.

Changes to the 2015 – 2024 Approved Capital Plan, specifically the $11.728 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the following factors:

- Cash flows were realigned to better reflect actual spending experience for previously approved capital projects based on readiness to proceed, compliance with legislated standards and capacity to deliver and spend.
- The revised *Supply Chain Management Transformation* project merged with eProcurement Implementation, Supply Chain Management Transformation and Accounts Payable Process Improvement that requires new funding of $4.588 million over 3 years that will improve the

overall quality and timeliness of the City's procurement process, which is expected to generate greater quality and value within future procurement agreements.

- The procurement and accounts payable streamlining will automate source-to-pay activities that are currently highly manual and labour intensive, and will reduce/remove bottlenecks from current business practices.
- The PCI Compliance version upgrade requires an additional $4.021 million in 2017 and 2018 for PCI DSS (Payment Card Industry Data Security Standard) compliance from DSS 2.0 to the required 3.0 version as the City is subject to PCI DSS compliance standards.

The following table details the capital projects, by category, included in the 2016 – 2025 Capital Budget and Plan for Financial Services:

Table 1
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
PCI Compliance		2,021	2,000	2,000								**6,021**	6,362
Development Charges Background Study		130	390									**520**	
Future Upgrades													
Development Charges Background Study							125	375				**500**	500
Sub-Total		**2,151**	**2,390**	**2,000**			**125**	**375**				**7,041**	**6,862**
State of Good Repair													
Tax Billing System Upgrade		710	2,679	5,460								**8,849**	9,922
Integrated Asset Planning & Management		1,283	3,017									**4,300**	5,000
SAP-Supported Cross Application Timesheet (CATS)		4,494										**4,494**	7,540
Utility Billing System Upgrade		710	1,786	3,475								**5,971**	5,971
Parking Tag Mgmt. Software Upgrade			650	770	956							**2,376**	2,376
Risk Mgmt. Information System Upgrade		100					125					**225**	1,392
Future Upgrades													
SAP Upgrades (ECC, PBF, Payroll)					200	2,439	1,361					**4,000**	4,000
Investment & Debt Mgmt. System Upgrade						500					600	**1,100**	1,100
Payment Processing Equipment Upgrade							780					**780**	780
Tax Billing System Upgrade										500	3,475	**3,975**	3,975
Utility Billing System Upgrade										500	3,475	**3,975**	3,975
Capital Migration to New System							1,000	1,000	975			**2,975**	2,975
Parking Tag Mgmt. Software Upgrade											889	**889**	3,000
Sub-Total		**7,297**	**8,132**	**9,705**	**1,156**	**2,939**	**3,266**	**1,000**	**975**	**1,000**	**8,439**	**43,909**	**58,868**
Service Improvements													
Financial Planning Analysis & Reporting System		5,612										**5,612**	60,820
Workflow & Document Mgmt. Technology			1,443									**1,443**	2,852
Electronic Self Service Tax & Utility		199										**199**	352
eBilling Initiative			469									**469**	469
Risk Mgmt. Information System Upgrade		250	250	250								**750**	1,392
Supply Chain Management Transformation		3,251	1,215	1,609								**6,075**	2,150
Sub-Total		**9,312**	**3,377**	**1,859**								**14,548**	**68,035**
Growth Related													
Development Charges Studies		25										**25**	250
Tax Increment Financing Implementation		138										**138**	160
Sub-Total		**163**										**163**	**410**
Total Expenditures by Category (excluding carry forward)		**18,923**	**13,899**	**13,564**	**1,156**	**2,939**	**3,391**	**1,375**	**975**	**1,000**	**8,439**	**65,661**	**134,175**

****Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)***

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Workflow & Document Management Technology					85.0						85.0		85.0	
New Projects - 2016														
Supply Chain Management Transformation			1,801.0								1,801.0		1,801.0	
Total Recommended (Net)			**1,801.0**		**85.0**						**1,886.0**		**1,886.0**	

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $1.886 million net over the 2016 – 2025 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- The Workflow & Document Management Technology project for the Revenue Services Division will require funds for maintenance & support resulting in $0.085 million in 2018; and
- The new Supply Chain Management Transformation project will require $1.801 million for hardware and maintenance, software license and subscription and support in 2017. $1.681 million is included in the Information & Technology 2017 Operating Outlook. The Office of the Treasurer (PMMD) has included in the 2017 Operating Outlook $0.120 million for sustainment costs.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process to determine actual need.

Fleet Services

2016 OPERATING BUDGET OVERVIEW

Fleet Services provides responsive and efficient fleet management services to City Programs and Agencies to maximize safety and environmental sustainability and minimize lifecycle costs.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $51.612 million gross and $0 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	50,709.0	51,612.4	903.4	1.8%
Gross Revenues	50,709.0	51,612.4	903.4	1.8%
Net Expenditures				

The 2016 Operating Budget of $51.612 million gross is $0.903 or 1.8% million over the 2015 Approved Budget of $50.709 million gross, mainly attributable to an increase in maintenance costs and demand for fuel from client Programs.

Fast Facts

- Manage 5,200 vehicles and pieces of equipment for City of Toronto Divisions and Agencies.
- Distribute 14.6 million litres of fuel to City Programs and Agencies.
- Dispense fuel to the City's vehicles throughout 25 fuel sites across the City.
- Enrollment in trades has declined significantly across North America impacting the ability for organizations to attract trained professional staff.
- The City's fleet has maintained a satisfactory Ontario Commercial Vehicle Operators Registration (CVOR) safety rating. The CVOR rating has improved from 75.2% in 2013, to the current 28.1% as of November 2015. A 63% improvement in two years *(a lower number is better)*.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Fleet Services of $51.5 million in gross expenditures provides funding for two services: Fleet Management and Fuel Management.
- The Program has achieved the budget target of a 1% net decrease from the 2015 Approved Budget through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going savings including line by line expenditure reductions;
  - ✓ Target achievement without impacting Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, Fleet Services accomplished the following:

- ✓ Completed the upgrade of 3 fuel sites, installed the Fuel Focus automated wireless fuel and data management systems at 5 sites and achieved the closure of 12 sites to significantly improve City-wide fuel management from 37 in 2014 to 25 at the end of 2015. The upgraded sites have aboveground fuel storage tanks that reduce the risk of soil contamination, while the new technology implemented as part of the upgrade allows for secure, real-time, fuel and data management.
- ✓ Established a Service Level Agreement with Toronto Parking Authority and implemented the provision of fuel to TPA vehicles at City fuel sites.
- ✓ Changes to the FSD management team have been initiated to better align team members' functional responsibilities and accountabilities with management skills.
- ✓ Successfully completed the Sweeper rehabilitation program on time for the spring clean-up season.
- ✓ Successfully transitioned the Preventative Maintenance Program from Toronto Paramedic Services to Fleet (200 units).
- ✓ In order to ensure compliance with Provincial legislation and City policies and guidelines, Fleet Services continues to provide safety training, testing and certification to approximately 10,000 City employees who are required to operate City vehicles and equipment.

Our Service Deliverables for 2016

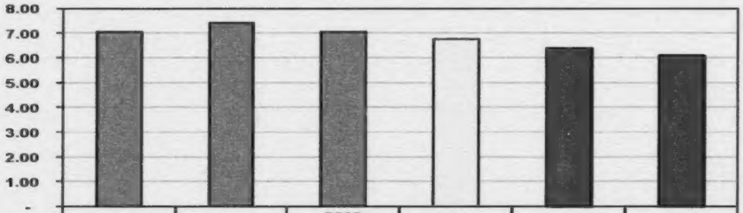
The 2016 Operating Budget will:

- Provide a full-range of fleet management services for City of Toronto Divisions and other City funded organizations.
- Direct the lifecycle management of the City's fleet including the acquisition, maintenance and disposal of vehicles and equipment based on lifecycle and operational analysis.
- Ensure compliance with Provincial legislation and City policies and guidelines.
- Provide safety training, testing and certification to approximately 10,000 City employees who are required to operate City vehicles and equipment.
- Oversee and direct the City's fuel management operations, including, safety and compliance management, staff training and the associated management of fueling stations.
- Work closely with client Programs to optimize fleet size through ensuring that all vehicles are required and fully utilized.
- Provide leadership in reducing environmental impact of the City's fleet operations through the City's 2014 - 2018 Consolidated Green Fleet Plan.

Trends

- The average age of vehicle and equipment over the last 3 years was 7.17 years which is projected to decrease in 2016 to 6.74 years.
- The average Vehicle/Equipment age is decreasing to ensure safety and to reduce the escalating cost of repairs and maintenance.

Average Vehicle/Equipment Age (in years)

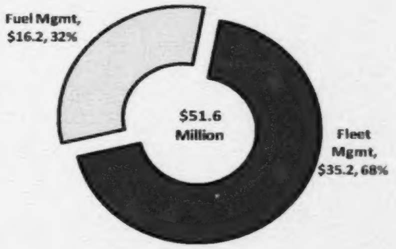


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Average Vehicle/Equipment Age	7.06	7.40	7.05	6.74	6.39	6.09

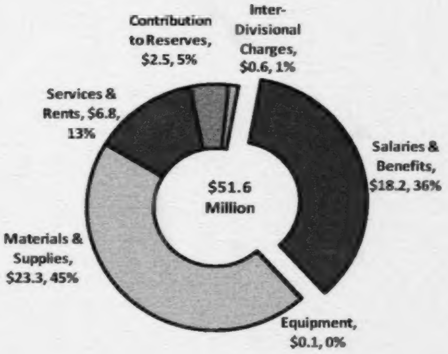
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

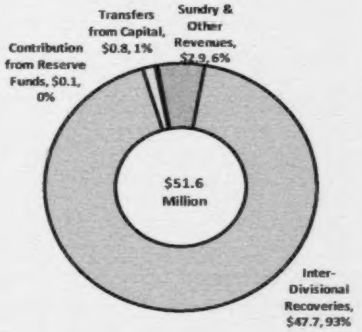


2016 Budget by Expenditure Category



Where the money comes from:

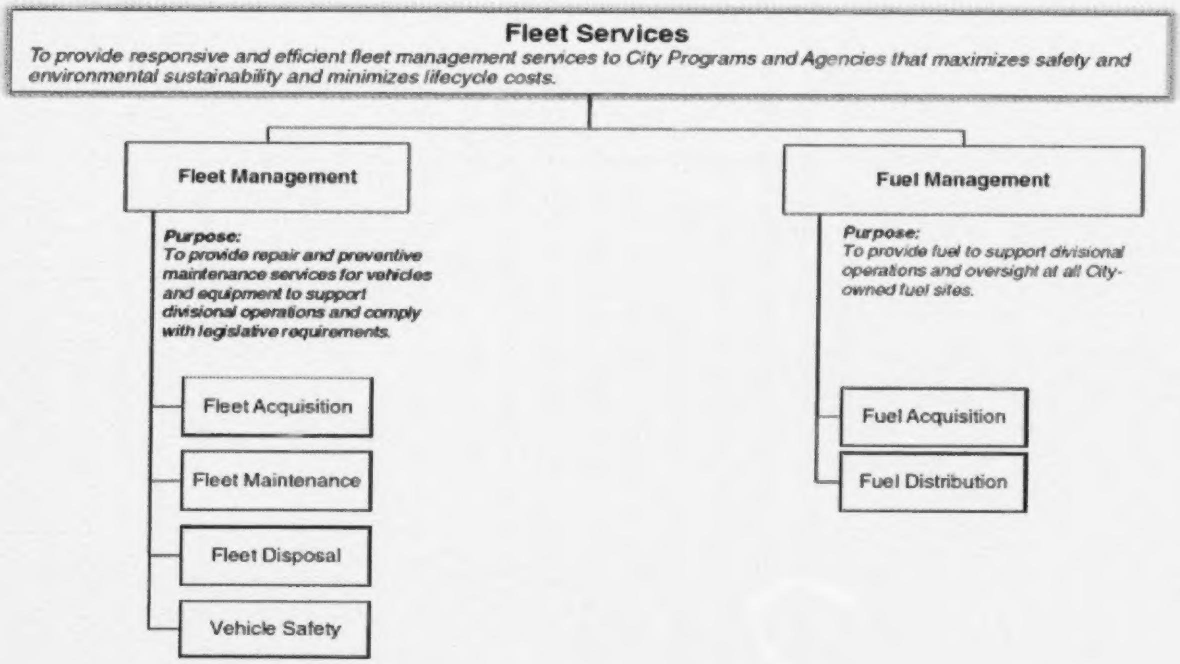
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Fuel Hedging Program** to reduce City's exposure to fuel cost volatility and provide budget stability to minimize risks.
  - ✓ The Program will continue to monitor market fuel price trends and adjust hedging strategy to mitigate exposure, provide budget certainty, and maximize savings for the City.
- **Fleet Services Review** to define opportunities for business improvement in all aspects of Fleet Management.
  - ✓ A detailed implementation plan will be prepared on the Fleet Services Strategy to achieve improvement goals as set out in the external consultant report.
- **Consolidated Green Fleet Plan** to address environmental impact with strategies to reduce hazardous emissions from the City's vehicle and equipment fleet operations.
  - ➢ Fleet will continue to implement the plan and monitor progress based on established performance measures.

Program Map


Fleet Services
Fleet Management
Fuel Management
Fleet Acquisition
Fleet Maintenance
Fleet Disposal
Vehicle Safety
Fuel Acquisition
Fuel Distribution

Fleet Services

To provide responsive and efficient fleet management services to City Programs and Agencies that maximizes safety and environmental sustainability and minimizes lifecycle costs.

Fleet Management

Purpose:
To provide repair and preventive maintenance services for vehicles and equipment to support divisional operations and comply with legislative requirements.

Fuel Management

Purpose:
To provide fuel to support divisional operations and oversight at all City-owned fuel sites.

Service Customer

Fleet Management
- City Divisions
- Exclusions:
  - Fire
  - EMS
  - Police
  - TTC

Fuel Management
- City Divisions
- Exclusions:
  - TTC
  - Police

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Fleet Management											
Gross Expenditures	33,861.5	35,730.5	35,233.6	113.9	35,347.4	1,485.9	4.4%	318.0	0.9%	(569.5)	(1.6%)
Revenue	33,816.9	35,519.5	35,187.4	113.9	35,301.2	1,484.3	4.4%	335.9	1.0%	(556.7)	(1.6%)
Net Expenditures	44.6	211.0	46.2		46.2	1.6	3.7%	(17.9)	(38.7%)	(12.9)	(45.5%)
Fuel Management											
Gross Expenditures	16,847.5	17,777.4	15,737.7	527.3	16,264.9	(582.6)	(3.5%)	230.5	1.4%	432.9	2.6%
Revenue	16,892.1	17,742.5	15,759.6	551.5	16,311.1	(580.9)	(3.4%)	212.6	1.3%	420.0	2.5%
Net Expenditures	(44.6)	34.9	(21.9)	(24.3)	(46.2)	(1.6)	3.7%	17.9	(38.7%)	12.9	(45.5%)
Total											
Gross Expenditures	50,709.0	53,507.9	50,971.2	641.1	51,612.4	903.4	1.8%	548.5	1.1%	(136.6)	(0.3%)
Revenue	50,709.0	53,262.0	50,947.0	665.4	51,612.4	903.4	1.8%	548.5	1.1%	(136.6)	(0.3%)
Total Net Expenditures		245.9	24.3	(24.3)							
Approved Positions	176.0	171.0	184.0		184.0	8.0	4.5%	(5.0)	(2.7%)	(3.0)	(1.7%)

The Fleet Services' 2016 Operating Budget of $51.612 million gross and $0 million net, represents a 0% change from the 2015 Approved Net Operating Budget and is in line with the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

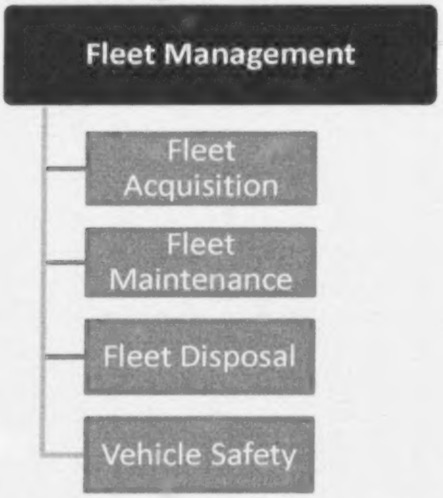
- Base pressures are mainly attributable to inflationary cost increases in salary and benefits totaling $0.177 million combined with adjustments to reduce auction proceeds of $0.132 million to align with actual experience.

- New and enhanced services include TTC non-revenue and Toronto Parking Authority vehicles using Fleet Services fuel sites resulting in $0.481 million gross and ($0.024) million net, as well as an increase in demand for services from Parks, Forestry and Recreation resulting in $0.160 million gross and $0 net.

- Approval of the 2016 Operating Budget will result in Fleet Services increasing its total staff complement by 8 temporary positions from 176 to 184. These 8 temporary positions are funded by the 2016 Capital Budget to implement the solution from the Automated Odometer Download pilot project.

- The 2017 and 2018 Plan increases are mainly attributable to changes in anticipated fuel consumption as well as a reduction of temporary capital project delivery positions by 2018 when the capital project will be completed.

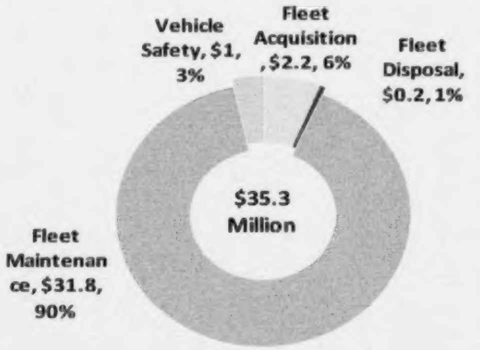
Fleet Management



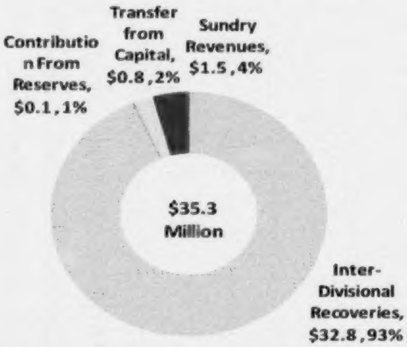
What We Do

- Purchase, manage and maintain the vehicles and equipment, and provide operator training and safety compliance management to support divisional operations and comply with legislative requirements.

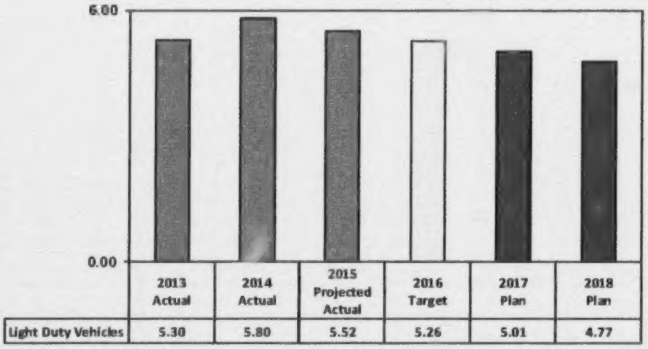
2016 Service Budget by Activity ($millions)



Service by Funding Source ($millions)



The Average Age of Light Duty Vehicles (in years)



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Light Duty Vehicles	5.30	5.80	5.52	5.26	5.01	4.77

- The average age of light duty vehicles are an important indicator of the usage and maintenance costs associated with the vehicles.
- The average fleet age of light duty vehicles for the City is decreasing from 5.3 years in 2013 to 4.77 years in 2018 due to the plan to replace older light duty vehicles on a timely basis.

2016 Service Levels

Fleet Management

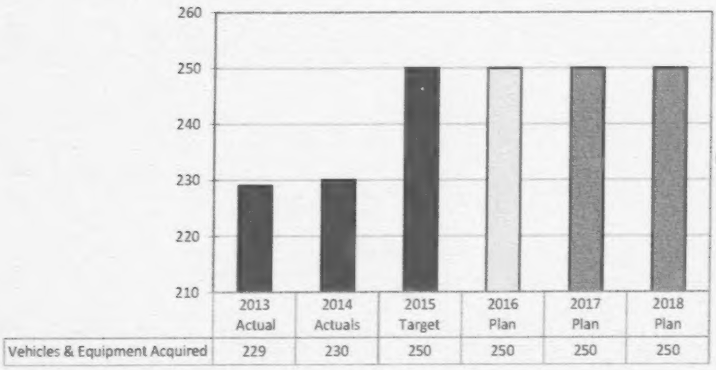
Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Fleet Acquisition	Average Light Duty Vehicle Age (<4500kg)	Approved	4.8	4.8	4.5	4.5
	Average Medium Duty Vehicies Age (4500kg - 9000 Kg)	Approved	6.0	6.0	5.7	5.7
	Average Heavy Duty Vehicle Age (>9000kg)	Approved	6.15	6.15	6.0	6.0
	Average Off-Road Equipment Age	Approved	7.1	7.1	7.0	7.0
Fleet Maintenance	% scheduled repairs to unscheduled repairs	Approved	58% / 42%	58% / 42%	60% / 40%	60% / 40%
Fleet Disposal	Days to Dispose - Light Vehicles (<4500kg)	Approved	42.0	42.0	42.0	N/A
	Days to Dispose - Medium Duty Vehicles (4500kg-9000kg)	Approved	42.0	42.0	42.0	N/A
	Days to Dispose - Heavy Duty Vehicles (>9000kg)	Approved	42.0	42.0	42.0	N/A
	Days to Dispose - Off-Road Equipment	Approved	42.0	42.0	42.0	N/A
	Number of vehicles / equipment disposed	Approved	400.0	250.0	250.0	250
Vehicle Safety	MTO CVOR (Commercial Vehicle Operator's Registration) Safety Rating	Approved	55.0%	55.0%	52.0%	**42.0%**
	% of Driver / Opeartor Trained	Approved	100%	100%	100%	100%

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Fleet Management except for the change in Commercial Vehicle Operator's Registration (CVOR) Safety Rating.

- The Ministry of Transportation mandates a safety rating for all commercial motor vehicles in Ontario. The CVOR safety rating directly affects the City's ability to operate and affects the insurance rate for the City's fleet.
- The City has maintained a satisfactory CVOR Safety Rating over the years and as part of maintaining the satisfactory rating, a CVOR violation rate of 65% or less must be achieved. Fleet Services anticipates continuous improvements can be achieved and has lowered CVOR violations target for 2016 to 42%.

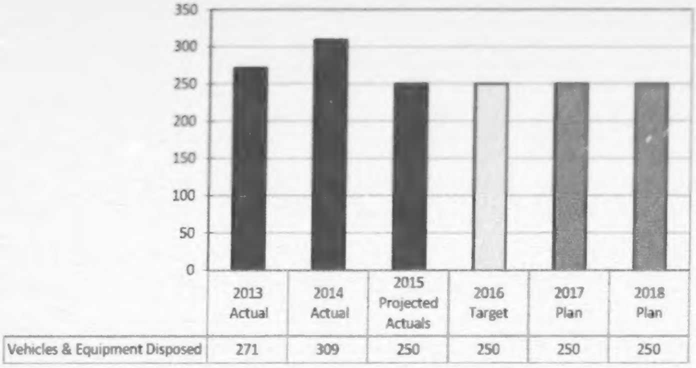
Service Performance

Fleet Acquisition - Number of Vehicles & Equipment Acquired



- The number of vehicles acquired affects the timely replacement of vehicles in order to minimize operating costs.
- The number of vehicles and equipment acquired on an annual basis reflects the new additions to the fleet. It is projected that a combined total 250 vehicles and equipment will be purchased in 2016

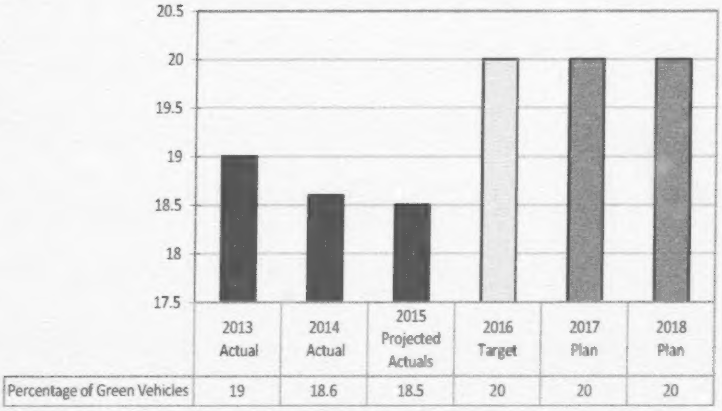
Fleet Disposal - Number of Vehicles & Equipment Disposed



	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
Vehicles & Equipment Disposed	271	309	250	250	250	250

- Other than years 2013 (271 units) and 2014 (309 units), the equivalent number of vehicles and equipment are projected to be acquired and disposed on an annual basis.
- The timely replacement including the disposal of inefficient units will have an overall positive impact on maintenance costs.

Fleet Acquisition - Percentage of Green Vehicles



	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
Percentage of Green Vehicles	19	18.6	18.5	20	20	20

- The percentage of the vehicle inventory that is Green include alternative fuel vehicles such as Natural Gas, Gas-Electric Hybrids, and all electric vehicles.
- Fleet Services continues to purchase environmentally sustainable vehicles to reduce fuel use and costs, emissions of greenhouse gases and smog-causing air pollutants.
- The percentage of Green Vehicles is expected to increase to 20% in 2016.

Table 2

2016 Service Budget by Activity

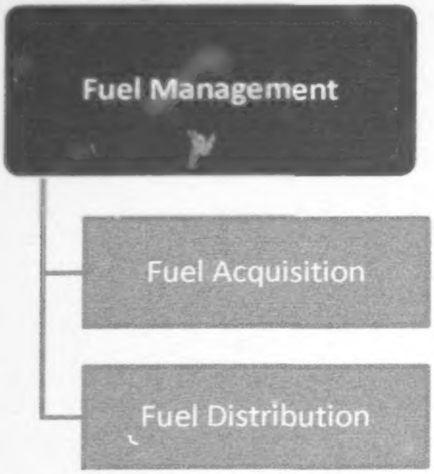
	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fleet Acquisition	1,997.5	2,168.6		2,168.6	171.1	8.6%	12.0	2,180.6	183.1	9.2%	35.6	1.6%	9.8	0.4%
Fleet Disposal	237.2	173.1		173.1	(64.1)	(27.0%)		173.1	(64.1)	(27.0%)	0.1	0.1%	1.4	0.8%
Fleet Maintenance	30,587.8	31,706.8		31,706.8	1,119.0	3.7%	101.9	31,808.6	1,220.9	4.0%	279.7	0.9%	(589.7)	(1.8%)
Vehicle Safety	1,039.0	1,185.0		1,185.0	146.0	14.1%		1,185.0	146.0	14.1%	2.5	0.2%	9.1	0.8%
Total Gross Exp.	33,861.5	35,233.6		35,233.6	1,372.1	4.1%	113.9	35,347.4	1,485.9	4.4%	318.0	0.9%	(569.5)	(1.6%)
REVENUE														
Fleet Acquisition	1,568.0	1,269.1		1,269.1	(298.8)	(19.1%)	12.0	1,281.1	(286.8)	(18.3%)	200.2	15.6%	(13.0)	(0.9%)
Fleet Disposal	275.8	275.8		275.8				275.8				0.0%		
Fleet Maintenance	30,721.0	32,050.4		32,050.4	1,329.4	4.3%	101.9	32,152.3	1,431.2	4.7%	135.7	0.4%	(543.7)	(1.7%)
Vehicle Safety	1,252.2	1,592.1		1,592.1	339.9	27.1%		1,592.1	339.9	27.1%		0.0%		
Total Revenues	33,816.9	35,187.4		35,187.4	1,370.5	4.1%	113.9	35,301.2	1,484.3	4.4%	335.9	1.0%	(556.7)	(1.6%)
NET EXP.														
Fleet Acquisition	429.6	899.5		899.5	469.9	109.4%		899.5	469.9	109.4%	(164.6)	-18.3%	22.7	3.1%
Fleet Disposal	(38.6)	(102.7)		(102.7)	(64.1)	166.0%		(102.7)	(64.1)	166.0%	0.1	-0.1%	1.4	(1.3%)
Fleet Maintenance	(133.3)	(343.6)		(343.6)	(210.4)	157.9%		(343.6)	(210.4)	157.9%	144.0	-41.9%	(46.0)	23.1%
Vehicle Safety	(213.2)	(407.0)		(407.0)	(193.9)	90.9%		(407.0)	(193.9)	90.9%	2.5	-0.6%	9.1	(2.2%)
Total Net Exp.	44.6	46.2		46.2	1.6	3.7%		46.2	1.6	3.7%	(17.9)	-38.7%	(12.9)	(45.5%)
Approved Positions	171.1	181.0		181.0	9.9	5.8%		181.0	9.9	5.8%	(5.0)	-2.8%	(3.0)	(1.7%)

The Fleet Management's 2016 Operating Budget of $35.347 million gross and $0.046 million net is $0.002 million or 3.7% over the 2015 Approved Net Budget.

Base budget pressures in Fleet Management are primarily attributable to:

- Salary and benefit increases of $0.206 million net.
- These pressures were offset by adjustments to auction proceeds of $0.108 million, increase in vehicle licensing and capital recoveries from Solid Waste as well as changes in maintenance rates for TCHC and TPL.
- Increases in fleet maintenance in response to Program needs were offset by corresponding increases in interdivisional recoveries.

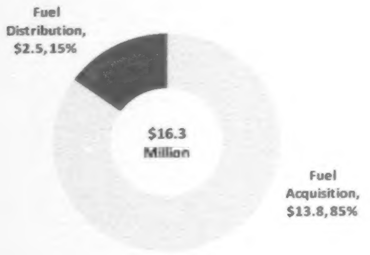
Fuel Management



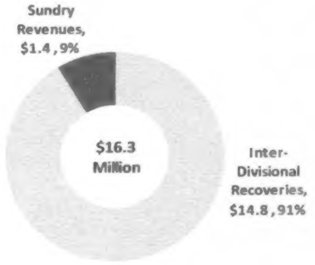
What We Do

- Provide fuel to support divisional operations and oversight at all City-owned fuel sites.

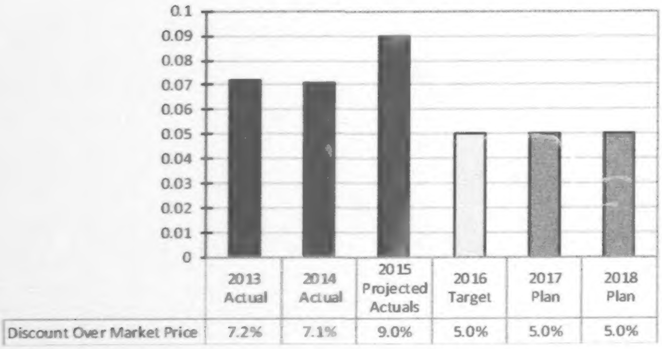
2016 Service Budget by Activity ($millions)



Service by Funding Source ($millions)



Discount Over Market Price for Gasoline Fuel



	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
Discount Over Market Price	7.2%	7.1%	9.0%	5.0%	5.0%	5.0%

- Discount over market price for gasoline fuel for 2016 to 2018 is forecast at 5% to reflect actual experience in the market place given the amount of fuel purchased by the City.

2016 Service Levels

Fuel Management

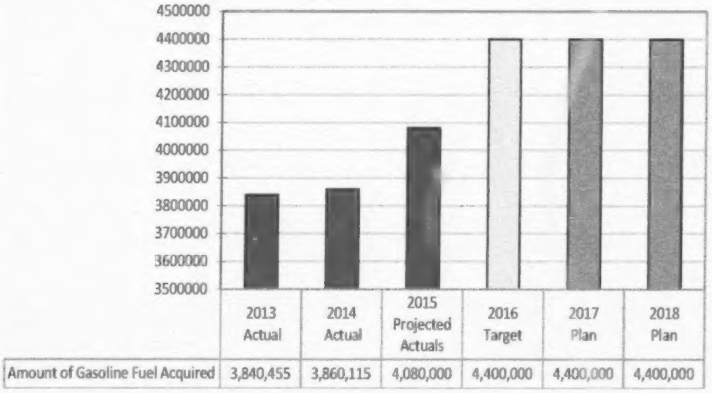
Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Fuel Acquisition	Gasoline Contract below market price	Approved	5%	5%	5%	5%
		Actual	7%	7%	9%	
	Diesel Contract below market price	Approved	8%	8%	8%	8%
		Actual	7%	9%	9%	
Fuel Distribution	Litres of Gasoline Dispensed (millions)	Approved	3.9	3.9	3.8	**4.3**
		Actual	3.6	3.8	4.0	
	Litres of Diesel Dispensed (millions)	Approved	10.7	10.7	10.6	**10.8**
		Actual	9.5	10.6	10.7	

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Fuel Management.

- Fleet Services will increase the targets for the volume of litres dispensed for both gasoline and diesel to reflect increased demand from City Programs.

Service Performance

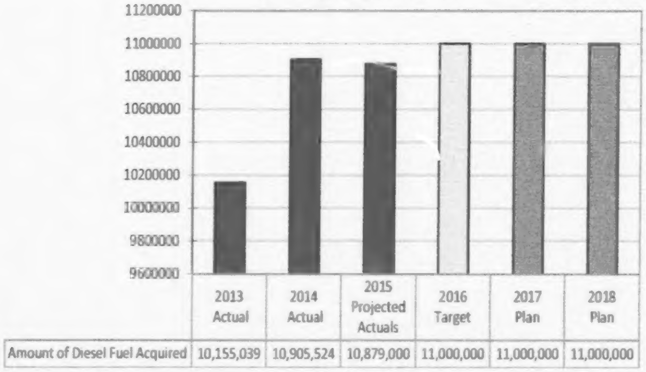
Fuel Acquisition - Amount of Gasoline Fuel Acquired



	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
Amount of Gasoline Fuel Acquired	3,840,455	3,860,115	4,080,000	4,400,000	4,400,000	4,400,000

- An average of 3.9 million litres of gasoline was acquired between 2013 and 2015 and an average 4.4 million litres of gasoline is projected to be acquired in years 2016 through to 2018.

Fuel Acquisition - Amount of Diesel Fuel Acquired



	2013 Actual	2014 Actual	2015 Projected Actuals	2016 Target	2017 Plan	2018 Plan
Amount of Diesel Fuel Acquired	10,155,039	10,905,524	10,879,000	11,000,000	11,000,000	11,000,000

- An Average of 10.6 million litres of diesel fuel was acquired in 2013 and 2014 and an average 10.9 million litres of diesel fuel is projected to be acquired in years 2015 through to 2018.
- Fuel Services continues the Fuel Hedging program to minimize the impacts of fluctuating market fuel prices.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Fuel Acquisition	15,985.1	13,347.1		13,347.1	(2,638.0)	(16.5%)	466.7	13,813.8	(2,171.3)	(13.6%)	273.8	2.0%	430.4	3.1%
Fuel Distribution	862.4	2,390.6		2,390.6	1,528.2	177.2%	60.6	2,451.2	1,588.7	184.2%	(43.3)	-1.8%	2.4	0.1%
Total Gross Exp.	16,847.5	15,737.7		15,737.7	(1,109.8)	(6.6%)	527.3	16,264.9	(582.6)	(3.5%)	230.5	1.4%	432.9	2.6%
REVENUE														
Fuel Acquisition	16,338.8	13,072.2		13,072.2	(3,266.6)	(20.0%)	466.7	13,538.9	(2,799.9)	(17.1%)	279.2	2.1%	568.4	4.1%
Fuel Distribution	553.3	2,687.4		2,687.4	2,134.1	385.7%	84.8	2,772.2	2,218.9	401.1%	(66.6)	-2.4%	(148.3)	(5.5%)
Total Revenues	16,892.1	15,759.6		15,759.6	(1,132.5)	(6.7%)	551.5	16,311.1	(580.9)	(3.4%)	212.6	1.3%	420.0	2.5%
NET EXP.														
Fuel Acquisition	(353.7)	274.9		274.9	628.6	(177.7%)	(0.0)	274.9	628.6	(177.7%)	(5.4)	-2.0%	(137.9)	(51.2%)
Fuel Distribution	309.2	(296.8)		(296.8)	(605.9)	(196.0%)	(24.3)	(321.1)	(630.2)	(203.8%)	23.3	-7.3%	150.8	(50.6%)
Total Net Exp.	(44.6)	(21.9)		(21.9)	22.7	(50.9%	(24.3)	(46.2)	(1.6)	3.7%	17.9	-38.7%	12.9	(45.5%)
Approved Positions	3.9	3.0		3.0	(0.9)	(23.1%)		3.0	(0.9)	(23.1%)				

The Fuel Management's 2016 Operating Budget of $16.265 million gross and ($0.046) million net is ($0.002) million or 3.7% under the 2015 Approved Net Budget.

Base budget pressures in Fuel Management resulting from salary and benefit changes were offset by increased recovery from client Programs and Agencies including Fire Services, Transportation Services, Toronto Water, TTC and Toronto Parking Authority.

- Increases in Fuel Distribution costs were offset by equivalent increases in interdivisional recoveries from client Programs and Agencies.

Fleet Services

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Fleet Services provides an inclusive range of services from acquisition to maintenance and disposal, for a diverse fleet of over 5,200 vehicles and equipment. Fleet Services also oversees 25 City-owned fuel sites, trains City vehicle and equipment operators and manages and monitors the 10,000 associated operator permits to ensure safe vehicle & equipment operation.

The 10-Year Capital Plan of $491.081 million provides funding for the replacement of vehicles and equipment, utilized by City Programs and Agencies, excluding the Toronto Police Service Board and the Toronto Transit Commission. Fire Services, Toronto Paramedic Services and Toronto Zoo are part of the Capital Plan but these Programs and Agencies manage their own fleet replacements. The 10-Year Capital Plan also includes funding for the Consolidated Green Fleet Plan Project, Fuel Site closures and the Fuel Management System project.

The 2016 - 2025 Capital Plan is fully funded from the Vehicle and Equipment Replacement Reserves in which annual contributions are made by respective Programs and Agencies.

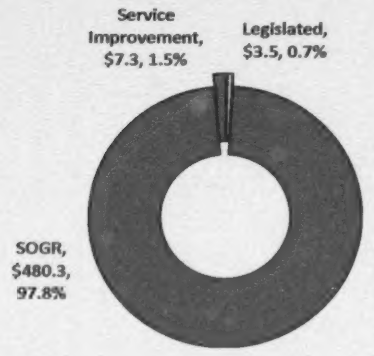
2016 Capital Budget Highlights

The 2016 Capital Budget for Fleet Services of $31.435 million, excluding carry forward funding, will:

- ✓ Maintain the City's fleet in state of good repair through the replacement of vehicles ($29.485 million), which includes, but is not limited to, the following programs: Solid Waste Management ($18.259 million), Toronto Paramedic Services ($3.600 million), Fire Services ($2.138 million), Transportation Services ($1.5 million) and Toronto Water ($2.0 million);
- ✓ Continue Service Improvement projects ($1.865 million), including the Fleet Management System and Fuel Integration project ($1.765 million) and City Fuel Site Closures and upgrades ($0.100 million); and
- ✓ Continue legislated projects such as the Consolidated Green Fleet Plan, an initiative dedicated to lowering emissions and taking advantage of innovative green technologies ($0.085 million).

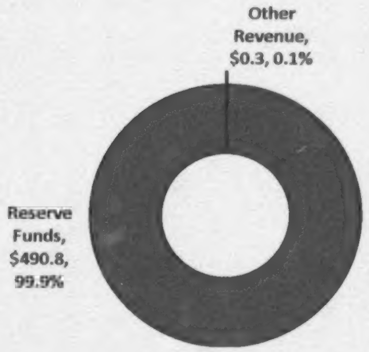
Capital Spending and Financing

2016 - 2025 Capital Budget and Plan by Expenditures Category



$491.1 Million

2016 - 2025 Capital Budget and Plan by Funding Source



$491.1 Million

Where does the money go?

The 2016 – 2025 Capital Budget and Plan totalling $491.081 million provides funding for:

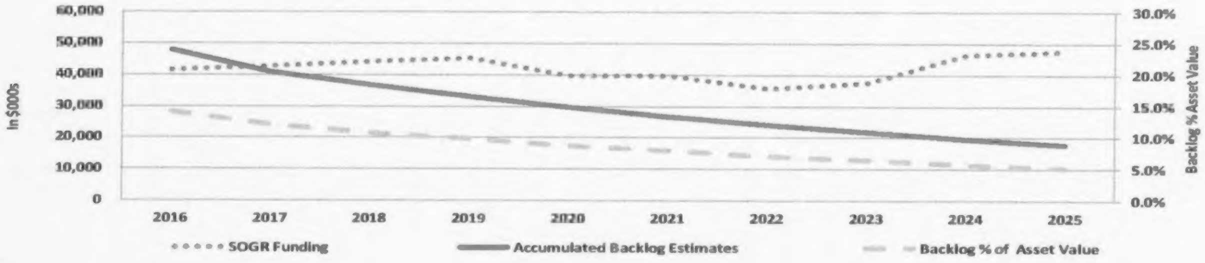
- State of Good Repair (SOGR) projects of $480.296 million or 98% to replace existing vehicles and equipment;
- Service Improvement projects that total $7.330 million or 1.5% to fund Fuel Site Closures, Fleet Management System integration with the Fuel Management System, and Maintenance System Upgrade; and
- Legislated projects that represent $3.455 million or 0.7% of the total Capital Plan for the Consolidated Green Fleet Plan.

Where does the money come from?

- The 10-Year Capital Plan is 99.9% funded from the Vehicle and Equipment Replacement Reserves and does not require the use of debt as a funding source.
- Other Revenue of 0.1% consists of Library Foundation donations for replacement of Bookmobiles.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $480.296 million to address the State of Good Repair backlog which as a % of asset replacement value will decrease from 14.0% in 2016 to 5.0% in 2025.



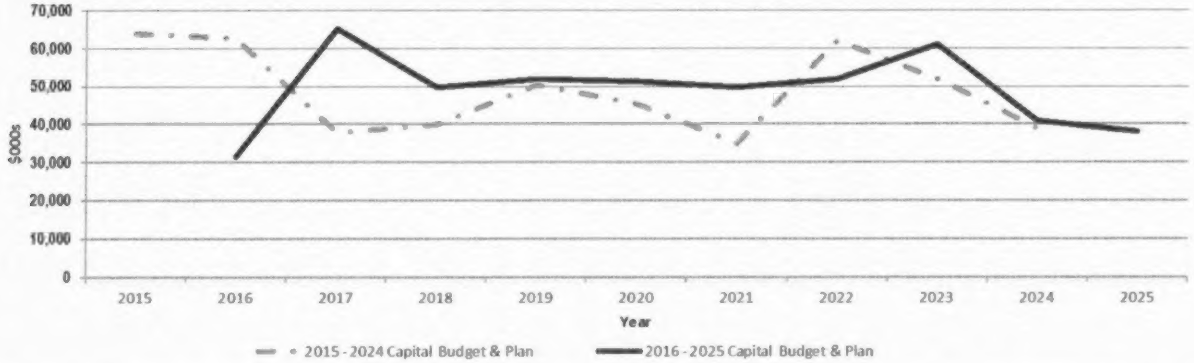
in 20

Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $3.353 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $3.353 million or 0.7% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	63,858	62,619	37,780	40,031	50,420	45,356	34,802	61,798	52,050	39,014		487,728
2016 - 2025 Capital Budget & Plan		31,435	65,190	49,777	51,844	51,214	49,694	52,038	61,019	40,789	38,081	491,081
Change %		(49.8%)	72.6%	24.3%	2.8%	12.9%	42.8%	(15.8%)	17.2%	4.5%		0.7%
Change $		(31,184)	27,410	9,746	1,424	5,858	14,892	(9,760)	8,969	1,775		3,353

As made evident in the chart above, the $3.353 million increase in the Capital Program reflects the Program's commitment to maintain the City's fleet in a state of good repair and address the City's backlog of vehicle replacements on an ongoing basis. The changes reflect an alignment of cash flow spending with actual vehicle delivery and readiness to spend.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $29.130 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Fleet Services' capital projects driven by the following factors:

- Continued efforts by Fleet Services and Financial Planning to implement the multi-year three point action plan approved through the 2015 Budget process that was designed to eliminate the backlog of vehicle replacements and fund each division's optimal requirements.
- Adjustments to Fleet Services' 2016 – 2025 Capital Budget and Plan to reflect historical spending rates and alignment of capital spending with the delivery plans for Programs and Agencies; and
- Consideration of budget approval timelines, the procurement process and manufacturer lead times for customized vehicles.

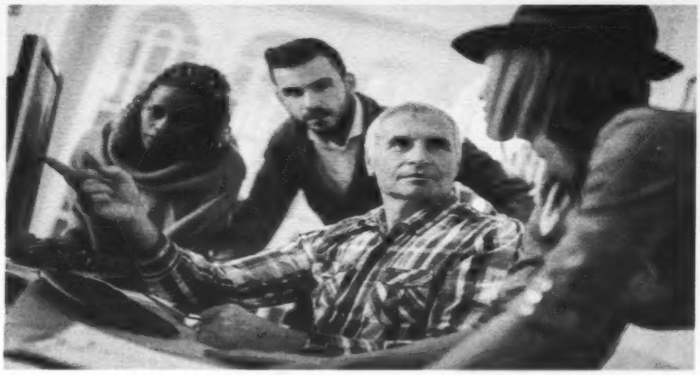
The following table details the list of capital projects by category included within the 2016 – 2025 Capital Budget and Plan for Fleet Services:

Table 1

Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Green Fleet Plan		85	435	1,235	1,100	100	100	100	100	100	100	**3,455**	3,455
Sub-Total		**85**	**435**	**1,235**	**1,100**	**100**	**100**	**100**	**100**	**100**	**100**	**3,455**	**3,455**
State of Good Repair													
Solid Waste - Fleet Replacement		18,259	20,922	12,614	14,768	14,440	15,255	18,334	28,018	7,628	14,135	**164,373**	164,373
EMS - Fleet Replacement		3,600	3,190	4,409	6,460	4,584	4,726	6,240	6,225	6,498	6,400	**52,332**	52,332
Fire - Fleet Replacement		2,138	7,143	7,203	7,203	7,203	7,203	7,203	7,203	7,203	7,203	**66,905**	66,905
Toronto Water - Fleet Replacement		2,000	6,540	7,661	7,600	7,000	7,415	5,409	3,599	3,250	1,625	**52,099**	52,099
Transportation - Fleet Replacement		1,500	9,780	500	3,900	7,300	3,900	3,900	3,900	3,900	1,950	**40,530**	40,530
Parks, Forestry & Recreation - Fleet Replacement		500	6,734	10,688	6,756	7,093	7,448	7,820	8,211	8,622	4,526	**68,398**	68,398
Zoo - Fleet Replacement		350	350	350	350	350	350	350	350	350	350	**3,500**	3,500
Municipal Licensing & Standards - Fleet Replacement		225	768	633	507	258	418	183	716	716	184	**4,608**	4,608
Fleet Replacement - Insurance Contingency		150	150	150	150	150	150	150	150	150	150	**1,500**	1,500
Fleet Services - Fleet Replacement		110	284	360	290	290	290	290	290	290	290	**2,784**	2,784
Arena Boards - Replacement of Ice Resurfacers		105	108	110	112	230	236	-	125	130	130	**1,286**	1,286
Facilities Management & Real Estate - Fleet Replacement		100	1,284	1,245	53	417	644	436	497	150	233	**5,059**	5,059
Public Health - Fleet Replacement		72	26	-	26	-	80	35	50	60	-	**349**	349
EDCT - Fleet Replacement		56	-	44	36	26	75	-	50	-	-	**287**	287
Purchasing & Materials Mgmt - Fleet Replacement		55	145	-	-	28	-	-	50	30	-	**308**	308
Exhibition Place - Fleet Replacement		53	761	350	350	350	350	350	350	350	350	**3,614**	3,614
Engineering & Construction - Fleet Replacement		50	489	281	288	305	305	335	285	32	32	**2,402**	2,402
Clerks - Fleet Replacement		50	127	-	25	-	30	-	-	-	41	**273**	273
TCHC - Fleet Replacement		50	1,050	985	887	206	250	250	250	250	250	**4,428**	4,428
Library - Fleet Replacement		37	582	670	43	587	349	438	-	870	132	**3,708**	3,708
IT - Fleet Replacement		25	-	-	116	-	-	-	-	35	-	**176**	176
Toronto Building - Fleet Replacement		-	57	89	-	45	35	45	-	100	-	**371**	371
PPF&A - Fleet Replacement		-	-	-	24	52	40	45	-	-	-	**161**	161
SSHA - Fleet Replacement		-	-	-	-	-	45	80	-	75	-	**200**	200
Fleet Mgmt System & Fuel System Integration		-	-	-	-	-	-	-	600	-	-	**600**	600
Human Resources - Fleet Replacement		-	-	-	-	-	-	45	-	-	-	**45**	45
Sub-Total	-	**29,485**	**60,490**	**48,342**	**49,944**	**50,914**	**49,594**	**51,938**	**60,919**	**40,689**	**37,981**	**480,296**	**480,296**
Service Improvements													
Fleet Mgmt System & Fuel System Integration		1,765	1,115	-	600	-	-	-	-	-	-	**3,480**	3,480
Fuel Site Closures, Upgrades & Replacement		100	3,150	200	200	200	-	-	-	-	-	**3,850**	3,850
Sub-Total	-	**1,865**	**4,265**	**200**	**800**	**200**	-	-	-	-	-	**7,330**	**7,330**
Total Expenditures by Category (excluding carry forward)	-	**31,435**	**65,190**	**49,777**	**51,844**	**51,214**	**49,694**	**52,038**	**61,019**	**40,789**	**38,081**	**491,081**	**491,081**

***Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)**



Information & Technology

2016 OPERATING BUDGET OVERVIEW

The Information & Technology Division provides leadership for the strategic investment, development and management of the City's Information Technology (IT) systems, including:

- Mission Critical Business System delivery and support for City Programs and service delivery to the public
- IT foundation infrastructure capacity that is adaptable to sustain and meet growing demand for City Program business needs
- Ensuring City business continuity and service excellence

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $124.877 million gross and $73.293 million net as shown below.

(in $000's)	2015 Budget	2016 Budget	Change $	Change %
Gross Expenditures	121,540.9	124,877.2	3,336.3	2.7%
Gross Revenues	49,242.3	51,584.0	2,341.7	4.8%
Net Expenditures	**72,298.6**	**73,293.2**	**994.6**	**1.4%**

For 2016, Information & Technology identified a net pressure of $2.767 million due to inflationary increases and operational requirements necessary to address demands to meet City business needs. Through efficiency savings, the Program was able to partially reduce these pressures by $1.773 million.

Fast Facts

- 200,000+ citizen recreation program registrations processed for 70,000+ courses
- 1.38+ million general inquiries and service requests made to 311 Toronto
- 54,000+ business licenses, 29,000+ vehicle inspections, 45,000+ building permits and 4000 film permits issued
- 25,000 permits for use of City Facilities per year
- $1.5+ billion in City procurement of goods and services processed (2014)
- 1.5 million tax bills for $5.97 billion in revenue and 1.46 million Utility bills for $1.02 billion in revenue (2014)
- 200,000+ service desk calls per year
- Support 22,000+ desktop/notebook computers, 3,500+ multi-function devices/printers/copiers, 24,800+ phones, 15,500 wireless devices
- Manages network for 650 City facilities, 3 data centres and 1500 servers 7/24/365

2016 Operating Budget Highlights

- The 2016 Operating Budget for Information Technology of $73.293 million in gross expenditures is for three services; Business IT Solutions, Computer & Communications Technology Infrastructure and Enterprise IT Planning & Client Services.
- The Program's 2016 Budget is 1.4% increase from the 2015 Approved Budget mainly due to the following criteria:
  - The identification of sustainable, on-going savings including line by line reductions ($0.169 million) and 1.4% in efficiency savings / productivity gains ($0.990 million);
  - Operating impact of $1.056 million for support of City business systems with completion of capital projects;
  - Increased software/hardware maintenance of $1.007 million;
  - Revenue adjustments to project management costs ($0.614 million);
  - Any further reductions would impact Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, Information & Technology accomplished the following:

- ✓ Launched a Smart City Framework to drive forward and plan for opportunities to enhance quality of life for residents and performance of City services, reduce costs, improve customer service, and transform citizen experiences.
- ✓ Enhanced the Online Citizen experience improving access to City services for residents and businesses with several new services on the City's website.
- ✓ Modernized City's business processes and systems with a focus on employee productivity and the next generation Toronto Public Service digital worker.
- ✓ Improved overall customer satisfaction with IT services by 6% in 2015 to 88% overall, compared to 2014. All categories of IT services showed increased satisfaction.
- ✓ Provided support for over 22,000 City users and managed 200,000+ requests for IT support, advice and consultation through the I&T Service Desk.
- ✓ Provided IT Training and Education to 5900+ staff, including significant support for the implementation of the City's new E-Mail system.
- ✓ Provided support for over 22,000 desktop and notebook computers, 24,000 phones, 15,500 wireless devices, network to 650+ City facilities and 3 Data Centres 7/24/365.
- ✓ Maintained State of Good Repair and refreshed IT equipment across the City as part of life cycle management completing 4,000 desktops/notebooks/tablets, 192 servers, 400 printers, 550 monitors, 300 network devices and implementing a Mobile Device Management solution.

Our Service Deliverables for 2016

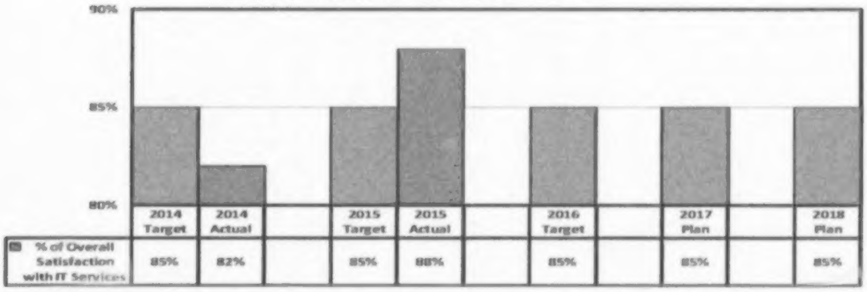
Information & Technology provides effective shared services that deliver innovative IT business solutions and a secure, reliable and dependable IT infrastructure in support of City Programs and Services and ultimately, the public. The 2016 Operating Budget will enable the I&T Division to continue to:

- Enhance City Programs and Services in partnership with City divisions and to the public through the delivery and support for over 850+ enterprise and division business systems, including:
    - ➢ Responding to 38,000+ Service Requests for business systems.
    - ➢ Responding to 1000+ requests for enhancements and growth of business systems across the City to meet public demands and business needs.
- Maintain the City's technology network, application systems and technology infrastructure in a secure, reliable and high performance manner and state of good repair to ensure 7/24/365 availability.
- Deliver effective Client Support for over 23,000+ City employees through the City's IT service desk, desk side technical and business application support and IT education.

Trends

- Growth in IT Services demand continues in support of City business service needs and opportunities to realize efficiences
- Technology infrastructure availability is expected to remain at 99.50% through optimization and effective management.
- IT Customer satisfaction has increased by 6% from 82% in 2014 to 88% in 2015.

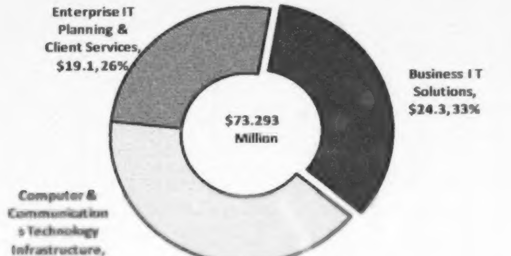
Overall IT Customer Satisfaction



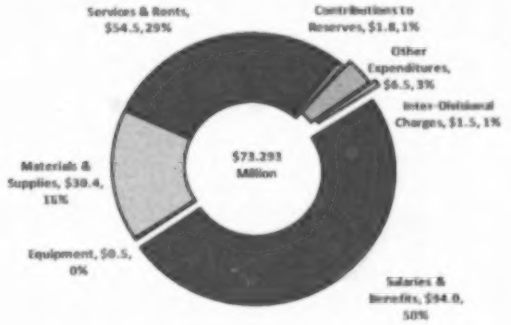
2016 Operating Budget Expenses & Funding

Where the money goes

2016 Budget by Service

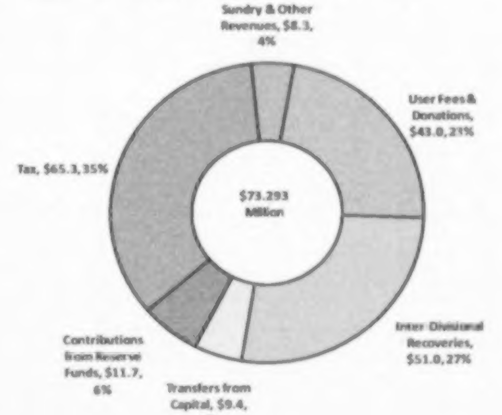


2016 Budget by Expenditure Category



Where the money comes from

2016 Budget by Funding Source

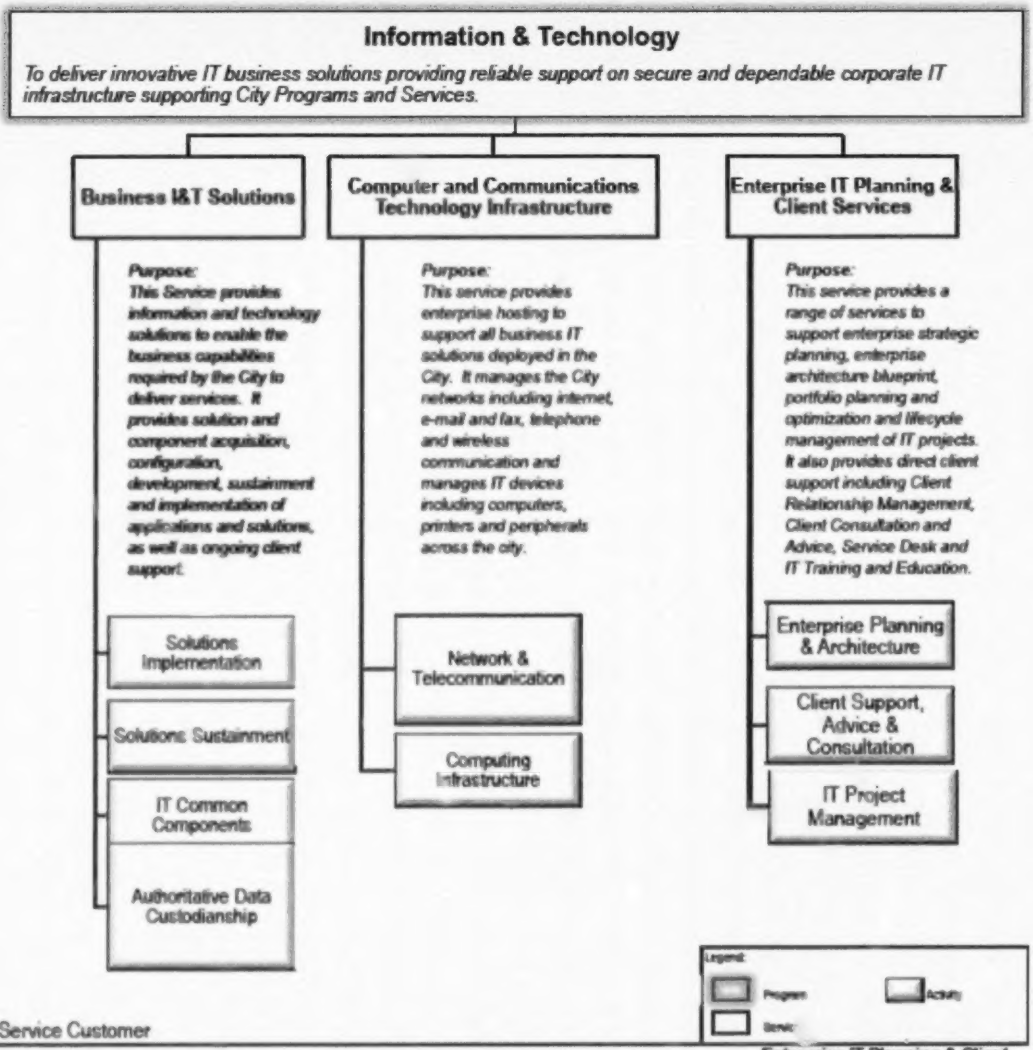


Our Key Issues & Priority Actions

To ensure continuous service excellence and effective delivery of public facing services, I&T Division's focus is to:

- Drive City business transformation and modernization initiatives in partnership with City Divisions, to meet business objectives, gain service efficiencies and improve the customer experience and services for City Programs and Service.
- Address a growing and diverse IT portfolio that is creating incremental pressure to maintain skills, technology and service levels.
- Ensure an agile and adaptable IT environment to address the increase in growth and demand on enhancements to business systems and address pressures to sustain new systems developed to meet emerging business needs and growth.
- Continuously monitor and review for efficiencies and savings in operations to run the business of IT, optimizing IT resources, IT processes and the IT environment.
- Ensure effective State of Good Repair and condition of the IT Assets of the City to meet City business needs in a secure, reliable and sustainable manner.
- Attract and develop a motivated and engaged high performance team and future leaders.

Program Map



Information & Technology

To deliver innovative IT business solutions providing reliable support on secure and dependable corporate IT infrastructure supporting City Programs and Services.

Business I&T Solutions

Purpose:
This Service provides information and technology solutions to enable the business capabilities required by the City to deliver services. It provides solution and component acquisition, configuration, development, sustainment and implementation of applications and solutions, as well as ongoing client support.

- Solutions Implementation
- Solutions Sustainment
- IT Common Components
- Authoritative Data Custodianship

Computer and Communications Technology Infrastructure

Purpose:
This service provides enterprise hosting to support all business IT solutions deployed in the City. It manages the City networks including internet, e-mail and fax, telephone and wireless communication and manages IT devices including computers, printers and peripherals across the city.

- Network & Telecommunication
- Computing Infrastructure

Enterprise IT Planning & Client Services

Purpose:
This service provides a range of services to support enterprise strategic planning, enterprise architecture blueprint, portfolio planning and optimization and lifecycle management of IT projects. It also provides direct client support including Client Relationship Management, Client Consultation and Advice, Service Desk and IT Training and Education.

- Enterprise Planning & Architecture
- Client Support, Advice & Consultation
- IT Project Management

Service Customer

Business I&T Solutions

- City Divisions – Business
- Division IT
- Staff
- Public – Residents
- Businesses
- Visitors

Computer and Communications Technology Infrastructure

- City Divisions – Business
- Division IT
- Staff
- Public – Residents
- Businesses
- Visitors

Enterprise IT Planning & Client Services

- City Council
- City Divisions – Business
- Division IT
- Staff
- Agencies
- Public – Residents Businesses

Table 1

2016 Operating Budget and Plan by Service

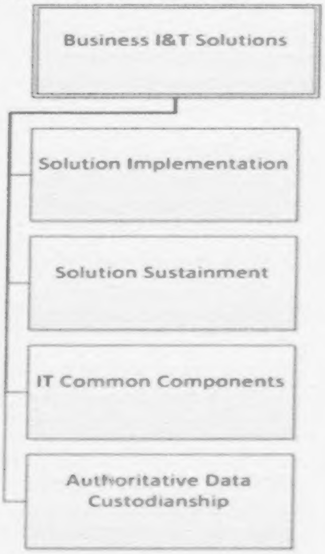
	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Business I T Solutions											
Gross Expenditures	43,426.4	33,303.7	57,287.4		57,287.4	13,861.0	31.9%	1,762.1	3.1%	1,066.7	1.8%
Revenue	20,620.1	12,565.0	32,948.1		32,948.1	12,328.0	59.8%	154.9	0.5%	55.7	0.2%
Net Expenditures	22,806.3	20,738.7	24,339.3		24,339.3	1,533.0	6.7%	1,607.2	6.6%	1,011.0	3.9%
Computer & Communications Technology Infrastructure											
Gross Expenditures	45,687.1	44,346.0	42,501.2		42,501.2	(3,185.9)	(7.0%)	998.3	2.3%	517.3	1.2%
Revenue	15,379.9	14,605.6	12,645.9		12,645.9	(2,734.0)	(17.8%)	(114.0)	(0.9%)	(817.5)	(6.5%)
Net Expenditures	30,307.2	29,740.4	29,855.2		29,855.2	(451.9)	(1.5%)	1,112.3	3.7%	1,334.8	4.3%
Enterprise IT Planning & Client Services											
Gross Expenditures	32,427.4	27,002.2	25,088.6		25,088.6	(7,338.8)	(22.6%)	2,002.9	8.0%	579.8	2.1%
Revenue	13,242.3	5,402.1	5,990.0		5,990.0	(7,252.3)	(54.8%)	(818.6)	(13.7%)	(515.8)	(10.0%)
Net Expenditures	19,185.1	21,600.1	19,098.6		19,098.6	(86.5)	(0.5%)	2,821.5	14.8%	1,095.6	5.0%
Total											
Gross Expenditures	121,540.9	104,651.9	124,877.2		124,877.2	3,336.3	2.7%	4,763.3	3.8%	2,163.8	1.7%
Revenue	49,242.3	32,572.7	51,584.0		51,584.0	2,341.7	4.8%	(777.5)	(1.5%)	(1,277.6)	(2.5%)
Total Net Expenditures	72,298.6	72,079.2	73,293.2		73,293.2	994.6	1.4%	5,540.8	7.6%	3,441.4	4.4%
Approved Positions	838.0	695.0	850.0		850.0	12.0	1.4%	23.0	2.7%	3	0.3%

The Information & Technology 2016 Operating Budget has been developed to address ongoing service delivery requirements and new growth in IT Solutions to meet City Program needs. The Program will realize savings to offset a portion of the budget pressures.

The 2016 Operating Budget is $124.877 million gross and $73.293 million net, representing a 1.4% increase of $0.995 million over the 2015 Net Operating Budget and is above the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures of $2.767 million are mainly attributable to known salary adjustments, operating impacts from completed approved IT capital projects, increases for software and hardware maintenance costs, lease costs for the co-located data centre and conversion of temporary capital positions.
- To help mitigate the above pressures, the Program was able to achieve budget reductions through line by line reviews of accounts as well as efficiency savings from negotiated lower pricing in hardware and software maintenance contracts, optimizing telecommunication technologies and recovery of project management costs, totaling $1.772 million.
- Approval of the 2016 Operating Budget will result in Information & Technology increasing its total staff complement by 12 positions from 838 (including 602 operating positions and 236 capital positions) to 850 (including 619 operating positions and 231 capital positions).
- The above increases are reduced by user fee inflationary rate changes of $0.002 million in the Business IT Solutions service with increased recoveries from other City Program by $1.026 million across all three services.
- The 2017 and 2018 Plan increases reflect the increases to salaries and benefits for progression pay, step increases, annualization of positions from 2013 and operating impacts of completed capital projects, as well as the increased revenue from annualized user fee increases. The staffing costs are partially reduced by increased recoveries from client programs for staffing commitments.

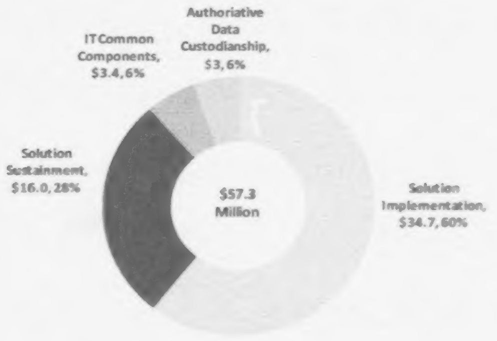
Business IT Solutions


Business I&T Solutions
Solution Implementation
Solution Sustainment
IT Common Components
Authoritative Data Custodianship

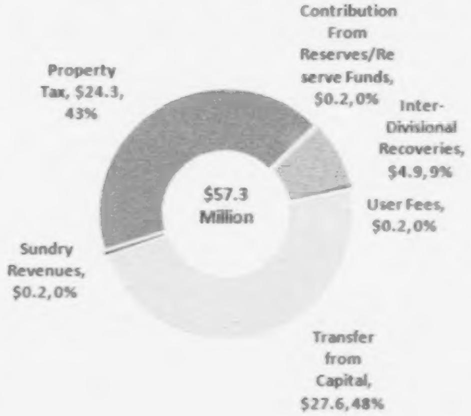
What We Do

- Information Technology (IT) Solutions to enable the business capabilities required by the City to deliver services.
- Provides solution and component acquisition, configuration, development, sustainment and implementation of applications and solutions, as well as ongoing client support.

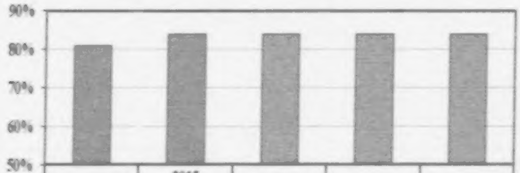
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



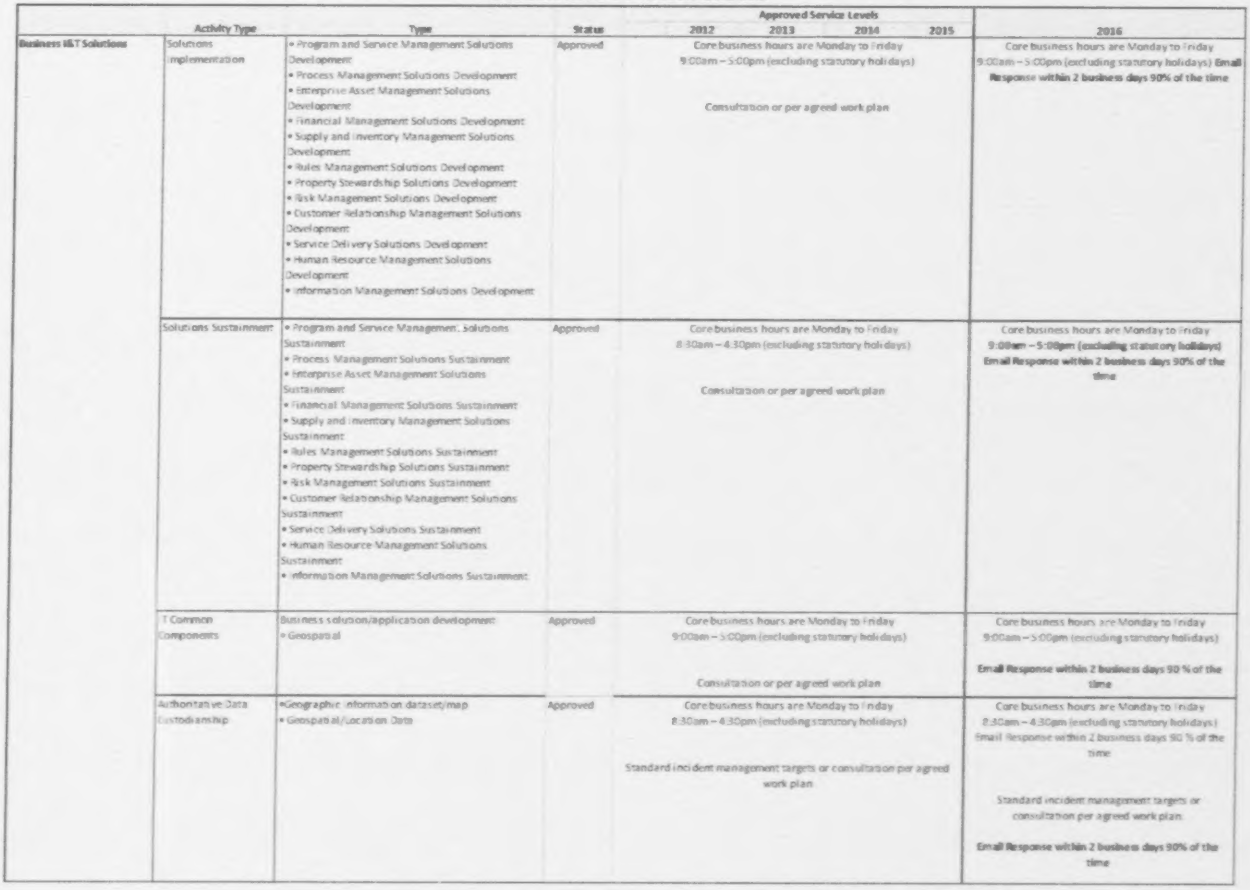
Business IT Solutions Performance



	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Customer Satisfaction with Business IT Solution Applications	81%	84%	84%	84%	84%

- The percent of overall customer satisfaction with Business IT Solutions services increased from by 3% from 81% in 2014 to 84% in 2015.
- The level of overall client satisfaction with IT services is expected to remain steady at 85% or increase over the next 3 years as a result of continuous client service improvement initiatives.

2016 Service Levels
Business IT Solutions



	Activity Type	Type	Status	Approved Service Levels				
				2012	2013	2014	2015	2016
Business I&T Solutions	Solutions Implementation	• Program and Service Management Solutions Development • Process Management Solutions Development • Enterprise Asset Management Solutions Development • Financial Management Solutions Development • Supply and Inventory Management Solutions Development • Rules Management Solutions Development • Property Stewardship Solutions Development • Risk Management Solutions Development • Customer Relationship Management Solutions Development • Service Delivery Solutions Development • Human Resource Management Solutions Development • Information Management Solutions Development	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time**
	Solutions Sustainment	• Program and Service Management Solutions Sustainment • Process Management Solutions Sustainment • Enterprise Asset Management Solutions Sustainment • Financial Management Solutions Sustainment • Supply and Inventory Management Solutions Sustainment • Rules Management Solutions Sustainment • Property Stewardship Solutions Sustainment • Risk Management Solutions Sustainment • Customer Relationship Management Solutions Sustainment • Service Delivery Solutions Sustainment • Human Resource Management Solutions Sustainment • Information Management Solutions Sustainment	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan				Core business hours are Monday to Friday **9:00am – 5:00pm (excluding statutory holidays)** **Email Response within 2 business days 90% of the time**
	IT Common Components	Business solution/application development • Geospatial	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90 % of the time**
	Authoritative Data Custodianship	•Geographic information dataset/map • Geospatial/Location Data	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets or consultation per agreed work plan				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Email Response within 2 business days 90 % of the time Standard incident management targets or consultation per agreed work plan **Email Response within 2 business days 90% of the time**

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels. Several technical adjustments to align customer service response to the City's new email system have been reflected.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget								2016 Budget vs. 2015 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Authoriative Data Custodianship	2,864.1	3,224.9		3,224.9	360.8	12.6%		**3,224.9**	360.8	12.6%	140.1	4.3%	78.9	2.3%
IT Common Components	3,969.1	3,438.4	(52.7)	3,385.7	(583.4)	(14.7%)		**3,385.7**	(583.4)	(14.7%)	145.0	4.3%	98.4	2.8%
Solution Implementation	22,993.6	34,742.6	(45.3)	34,697.3	11,703.7	50.9%		**34,697.3**	11,703.7	50.9%	715.1	2.1%	557.3	1.6%
Solution Sustainment	13,599.5	16,063.6	(84.0)	15,979.6	2,380.1	17.5%		**15,979.6**	2,380.1	17.5%	761.9	4.8%	332.1	2.0%
Total Gross Exp.	43,426.3	57,469.5	(182.0)	57,287.5	13,861.2	31.9%		**57,287.5**	13,861.2	31.9%	1,762.1	3.1%	1,066.7	1.8%
REVENUE														
Authoriative Data Custodianship	980.3	1,430.3		1,430.3	450.0	45.9%		**1,430.3**	450.0	45.9%	(106.0)		5.8	0.4%
IT Common Components	1,611.1	718.5		718.5	(892.6)	(55.4%)		**718.5**	(892.6)	(55.4%)	(139.8)		(96.4)	(16.7%)
Solution Implementation	16,176.8	28,598.8		28,598.8	12,422.0	76.8%		**28,598.8**	12,422.0	76.8%	(140.1)	-0.5%	(95.6)	(0.3%)
Solution Sustainment	1,851.8	2,200.5		2,200.5	348.7	18.8%		**2,200.5**	348.7	18.8%	540.9		242.0	
Total Revenues	20,620.0	32,948.1		32,948.1	12,328.1	59.8%		**32,948.1**	12,328.1	59.8%	155.0		55.8	0.2%
NET EXP.														
Authoriative Data Custodianship	1,883.8	1,794.6		1,794.6	(89.2)	(4.7%)		**1,794.6**	(89.2)	(4.7%)	246.1	13.7%	73.1	3.6%
IT Common Components	2,358.0	2,719.9	(52.7)	2,667.2	309.2	13.1%		**2,667.2**	309.2	13.1%	284.8	10.7%	194.8	6.6%
Solution Implementation	6,816.8	6,143.8	(45.3)	6,098.5	(718.3)	(10.5%)		**6,098.5**	(718.3)	(10.5%)	855.2	14.0%	652.9	9.4%
Solution Sustainment	11,747.7	13,863.1	(84.0)	13,779.1	2,031.4	17.3%		**13,779.1**	2,031.4	17.3%	221.0	1.6%	90.1	0.6%
Total Net Exp.	22,806.3	24,521.4	(182.0)	24,339.4	1,533.1	6.7%		**24,339.4**	1,533.1	6.7%	1,607.1	6.6%	1,010.9	3.7%
Approved Positions	332.4	435.8		435.8	103.4	31.1%		**435.8**	103.4	31.1%	10.5	2.4%	2.0	0.4%

Business IT Solutions provides information technology solutions to enable the business capabilities required by the City to deliver services.

The Business IT Solutions' 2016 Operating Budget of $57.287 million gross and $24.339 million net is $1.533 million or 6.7% over the 2015 Net Budget.

Aside from base budget pressures common across all services, base pressures totalling $5.139 million in Business IT Solutions services are primarily due to the following:

- Salary alignment between services as well as salary increases for progression pay, step increases and annualization of previously approved positions and maintaining gapping rate resulting in an increase of $3.970 million in salaries and benefits.
- Increase due to operating impacts of previously approved capital projects amount of $0.652 million and vendor contract inflationary increase by 2% for software and hardware maintenance increase of $0.726 million.
- Conversion of temporary capital positions to operating for ongoing requirements of $0.355 million.
- Internal recovery of inflationary increases and operating impacts that increased revenues by $0.564 million.

In order to offset the above pressures, the 2016 service changes for Business IT Solutions consists of base budget savings of $0.088 million and service efficiency savings of $0.182 million as detailed below:

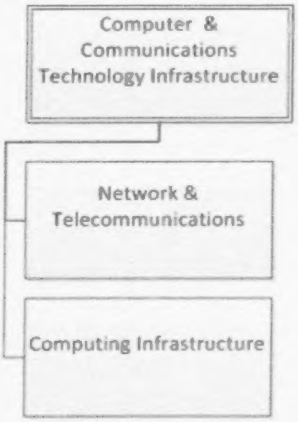
Base Budget (savings of $0.088 million gross and net)

- Expenditures have been reduced by $0.088 million based on a line by line review of recent spending and considering future requirements.

Service Efficiency (savings of $0.182 million gross and net)

- Savings of $0.182 million from lower pricing from contract negotiations, replacement of older technologies and efficiencies resulted in reductions in hardware and software maintenance contract

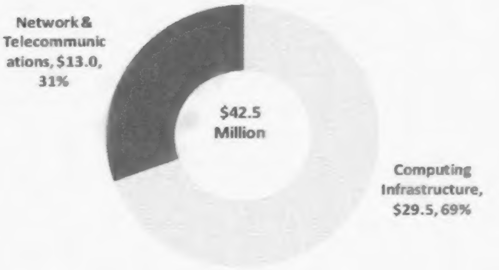
Computer & Communications Technology Infrastructure


Computer & Communications Technology Infrastructure
Network & Telecommunications
Computing Infrastructure

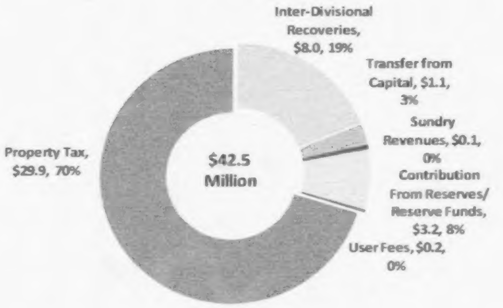
What We Do

- Provides enterprise data centre hosting support to all business IT solutions deployed in the City.
- Manages the City networks including internet, e-mail and fax, telephone and wireless communication and IT devices including computers, tablets, printers, and peripherals across the City.

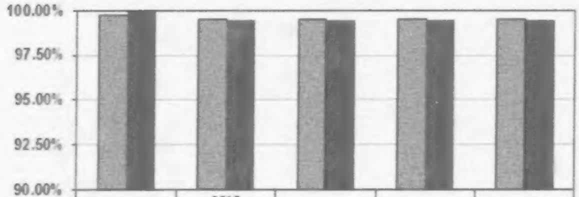
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Efficiency Measure – Computer and Communications Technology Infrastructure



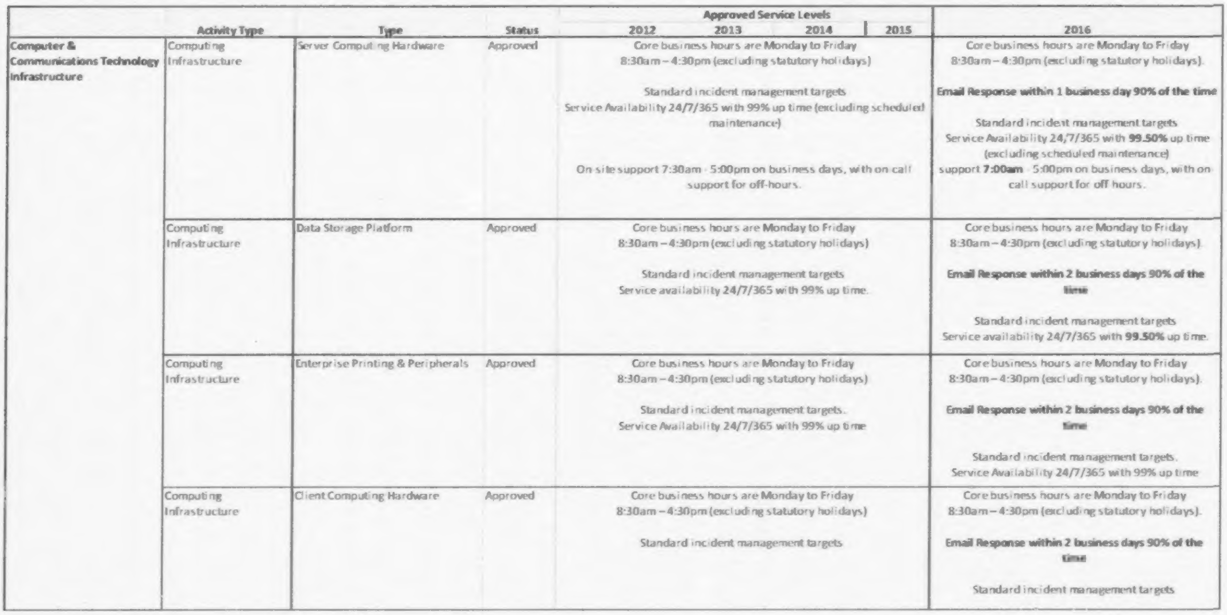
	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
▨ Availability of Enterprise Network and Telecommunication Infrastructure	99.72%	99.50%	99.50%	99.50%	99.50%
■ Availability of City's IT Computing Infrastructure	99.95%	99.50%	99.50%	99.50%	99.50%

- Sustain availablity of enterprise network and telecommunications infrastructure at 99.50% or better in 2016.
- Technology infrastructure availability is expected to remain constant at the 99.50% level due to ongoing planning, testing, and sustainment

2016 Service Levels

Computer & Communications Technology Infrastructure

				Approved Service Levels				
	Activity Type	Type	Status	2012	2013	2014	2015	2016
Computer & Communications Technology Infrastructure	Network & Telecommunications	Internet	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 99% up time.				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Standard incident management targets Service Availability 24/7/365 with **99.50%** up time.
	Network & Telecommunications	Telephone	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases
	Network & Telecommunications	Wireless Telecommunication & Devices	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time** Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases
	Network & Telecommunications	Wired Network	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases 99.99% Availability between 8:30am – 4:30pm on business days. *Availability time excludes scheduled maintenance.				Core business hours are Monday to Friday **9:00am – 5:00pm** (excluding statutory holidays) **Email Response within 2 business days 90% of the time** Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases 99.99% Availability between **9:00am – 5:00pm** on business days. *Availability time excludes scheduled maintenance.
	Network & Telecommunications	Wireless Network	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 99% up time				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Standard incident management targets Service Availability 24/7/365 with 99% up time
	Network & Telecommunications	E-mail	Approved	Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases. New account created within 48 hours 98% of the time Service Availability 24/7/365 with 98% up time	Standard incident management targets Service availability 24/7/365 with 98% up time (excluding scheduled maintenance)			Core Business Hours are Monday to Friday 8:30am -4.30pm (excluding statutory holidays) Standard incident management targets Service availability 24/7/365 with 98% up time (excluding scheduled maintenance) **Email Response within 2 business days 90% of the time**
	Network & Telecommunications	Enterprise Fax	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 98% up time				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Standard incident management targets Service Availability 24/7/365 with 98% up time
	Computing Infrastructure	Application Platforms	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Standard incident management targets Service availability is 7/24/365 excluding scheduled maintenance and releases



				Approved Service Levels				
	Activity Type	**Type**	**Status**	**2012**	**2013**	**2014**	**2015**	**2016**
Computer & Communications Technology Infrastructure	Computing Infrastructure	Server Computing Hardware	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service Availability 24/7/365 with 99% up time (excluding scheduled maintenance) On site support 7:30am - 5:00pm on business days, with on call support for off-hours.				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 1 business day 90% of the time** Standard incident management targets Service Availability 24/7/365 with **99.50%** up time (excluding scheduled maintenance) support **7:00am** - 5:00pm on business days, with on call support for off hours.
	Computing Infrastructure	Data Storage Platform	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets Service availability 24/7/365 with 99% up time.				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Standard incident management targets Service availability 24/7/365 with **99.50%** up time.
	Computing Infrastructure	Enterprise Printing & Peripherals	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets. Service Availability 24/7/365 with 99% up time				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Standard incident management targets. Service Availability 24/7/365 with 99% up time
	Computing Infrastructure	Client Computing Hardware	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Standard incident management targets				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Standard incident management targets

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels. Several technical adjustments to align customer service response to the new City email system have been reflected.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Computing Infrastructure	30,524.7	29,748.0	(294.8)	29,453.2	(1,071.5)	(3.5%)		**29,453.2**	(1,071.5)	(3.5%)	922.1	3.1%	454.0	1.5%
Network & Telecommunications	15,162.5	13,384.1	(336.2)	13,047.9	(2,114.6)	(13.9%)		**13,047.9**	(2,114.6)	(13.9%)	76.1	0.6%	63.3	0.5%
Total Gross Exp.	45,687.2	43,132.1	(631.0)	42,501.1	(3,186.1)	(7.0%)		**42,501.1**	(3,186.1)	(7.0%)	998.2	2.3%	517.3	1.2%
REVENUE														
Computing Infrastructure	9,951.4	7,364.1		7,364.1	(2,587.3)	(26.0%)		**7,364.1**	(2,587.3)	(26.0%)	(143.6)		(607.7)	(8.4%)
Network & Telecommunications	5,428.5	5,281.7		5,281.7	(146.8)	(2.7%)		**5,281.7**	(146.8)	(2.7%)	29.5		(209.8)	(4.0%)
Total Revenues	15,379.9	12,645.8		12,645.8	(2,734.1)	(17.8%)		**12,645.8**	(2,734.1)	(17.8%)	(114.1)		(817.5)	(7.0%)
NET EXP.														
Computing Infrastructure	20,573.3	22,383.9	(294.8)	22,089.1	1,515.8	7.4%		**22,089.1**	1,515.8	7.4%	1,065.7	4.8%	1,061.7	4.6%
Network & Telecommunications	9,734.0	8,102.4	(336.2)	7,766.2	(1,967.8)	(20.2%)		**7,766.2**	(1,967.8)	(20.2%)	46.6	0.6%	273.1	3.5%
Total Net Exp.	30,307.3	30,486.3	(631.0)	29,855.3	(452.0)	(1.5%)		**29,855.3**	(452.0)	(1.5%)	1,112.3	3.7%	1,334.8	4.1%
Approved Positions	247.9	208.0		208.0	(39.9)	(16.1%)		**208.0**	(39.9)	(16.1%)	4.5	2.2%		

The Computer and Communications Technology Infrastructure's 2016 Operating Budget of $42.501 million gross and $29.855 million net is $0.452 million or 1.5% under the 2015 Net Budget.

Aside from base budget pressures common across all services, base pressures totalling $0.278 million in Computer and Communications Technology Infrastructure's services are primarily due to the following:

- Base budget pressures are primarily attributable to salary increases for progression pay, step increases and annualization of previously approved positions and maintaining gapping rate reduced by salaries alignment between activities resulting in a decrease of $0.460 million in salaries and benefits.
- Increase due to operating impacts of previously approved capital projects amount of $0.281 million and vendor contract inflationary increase by 2% for software and hardware maintenance increase of $0.525 million.
- Rate increase and additional space for the co-location of the IT hardware at the Telus building increased costs by $0.102 million.
- Internal recovery of inflationary increases and operating impacts that increased revenues by $0.170 million.

In order to offset the above pressures, the 2016 service costs changes for Computer and Communications Technology Infrastructure consists of base budget savings of $0.018 million and service efficiency savings of $0.631 million as detailed below:

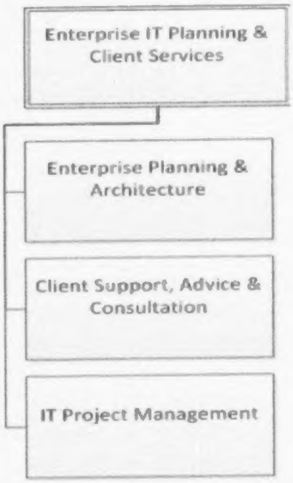
Base Budget (savings of $0.018 million gross and net)

- Expenditures have been reduced by $0.018 million based on a line by line review of recent spending and considering future requirements.

Service Efficiency (savings of $0.631 million gross and net)

- Savings of $0.390 million from lower pricing from contract negotiations, replacement of older technologies and efficiencies resulted in reductions in hardware and software maintenance contract.
- Specific to this service is the telecommunication technologies implementation that will save an additional $0.216 million net in 2016 from lower monthly rates per phone line as a result of the new contract for voice and data services and converting over 16,000 existing Centrex telephone lines across 90 sites in the City with Unified Communication implementation to VoIP (Voice over Internet Protocol).
- No further savings are to be achieved as this is the final phase of a 4-year implementation that will generate a total of $4.722 million in savings from this initiative.
- As a result of efficiencies, through time management, reducing the standby pay and overtime budget for less critical platform, will result in savings of $0.025 million.

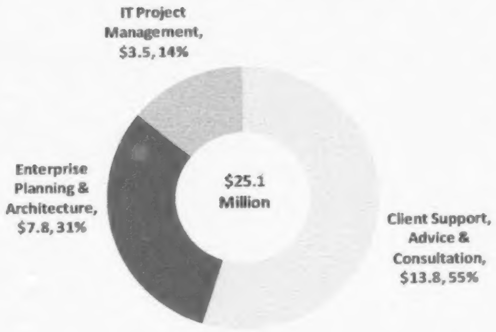
Enterprise IT Planning & Client Services


Enterprise IT Planning & Client Services
Enterprise Planning & Architecture
Client Support, Advice & Consultation
IT Project Management

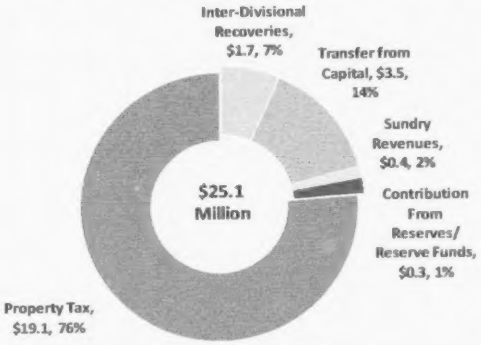
What We Do

- Provides a range of services to support enterprise strategic planning, enterprise architecture blueprint, portfolio planning and optimization and lifecycle management of IT projects.
- Provides direct client support including client relationship management, client consultation and advice, service desk and IT training and education.

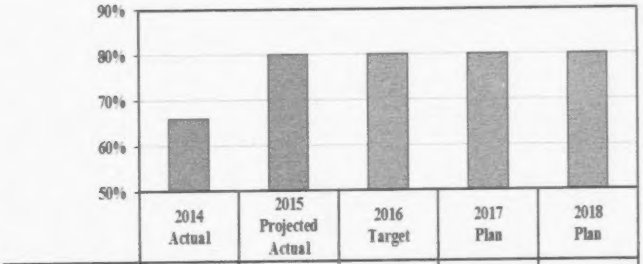
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



% of Calls Answered in 60 Seconds – Service Desk



	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
% of Calls Answered in 60 Seconds	66%	80%	80%	80%	80%

- In 2015, the percentage of calls to the IT Service Desk answered within 60 seconds is projected to be 80% or14% better than 2014.
- The volume of calls supported by the Service desk are expected to increase due to availability of additional application support.
- An increase in the volume of users requesting support viia the E-mail channel as compared to the phone is expected to contiune over the next three years.

2016 Service Levels

Enterprise IT Planning & Client Services

				Approved Service Levels				
	Activity Type	**Type**	**Status**	**2012**	**2013**	**2014**	**2015**	**2016**
Enterprise IT Planning & Client services	Enterprise Planning & Architecture	Enterprise Architecture – Blueprint	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Consultation or per agreed work plan
	Enterprise Planning & Architecture	Portfolio Investment Management	Approved	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours: Monday – Friday **9:00am – 5:00pm** (excluding weekends and holidays). **Email Response within 2 business days 90% of the time** Consultation or per agreed work plan / In support of I&T services
	Enterprise Planning & Architecture	Enterprise wide IT strategic plan - IT Strategic Planning	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Consultation or per agreed work plan / In support of I&T services
	Enterprise Planning & Architecture	I&T Division Business Strategy/Plan - IT Strategic Planning	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time** Consultation or per agreed work plan / In support of I&T services
	Enterprise Planning & Architecture	Business Continuity Planning	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours are Monday to Friday **9:00am – 5:00pm** (excluding statutory holidays). **Email Response within 2 business days 90% of the time** Consultation or per agreed work plan / In support of I&T services
	Enterprise Planning & Architecture	Risk Assessments (Privacy Impact Assessment, Threat Risk Assessment) & Investiations Privacy Impact Assessment, Risk Management Plan, Vulnerability/TRA	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time.** Consultation or per agreed work plan / In support of I&T services
	Enterprise Planning & Architecture	IT Policies, Standards & Research	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time.** Consultation or per agreed work plan / In support of I&T services
	Client Support, Advice & Consultation	Business Process Analysis and Design	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan.				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time.** Consultation or per agreed work plan
	Client Support, Advice & Consultation	Service Desk	Approved	Support is available from the Service Desk Mon-Fri 7:00a.m to 5:00 p.m and at all other hours (evenings/overnight) and weekend/holidays, calls are re-directed to Computer Operations. Response Targets: - Phone: 80% of Calls Answered within 1 minute - Voicemail: Response within 4 hours - E-Mail: Response within 48 hours Desktop Management (Workstations, Peripherals, Software) Support available Mon-Fri 8:30 a.m. to 4:30 p.m. (excluding statutory holidays). Both Service Desk and Desktop Management incidents are prioritized and resolved in accordance within standard Incident Management (IM) Targets. Standard Incident Management Resolution Targets: Priority 1: 2 business hours Priority 2: 8 business hours (1 day) Priority 3: 24 business hours (3 days) Priority 4: 48 business hours (6 days)				Support is available from the Service Desk Mon-Fri 7:00a.m to 5:00 p.m. All other hours (evenings/overnight) and weekend/holidays, **limited support is available.** Response Targets: - Phone: 80% of Calls Answered within 1 minute - Voicemail: Response within 4 hours - E-Mail: Response within 48 hours Desktop Management (Workstations, Peripherals, Software) Support available Mon-Fri 8:30 a.m. to 4:30 p.m. (excluding statutory holidays). Both Service Desk and Desktop Management incidents are prioritized and resolved in accordance within standard Incident Management (IM) Targets. Standard Incident Management Resolution Targets: Priority 1: 2 business hours Priority 2: 8 business hours (1 day) Priority 3: 24 business hours (3 days) Priority 4: 48 business hours (6 days)

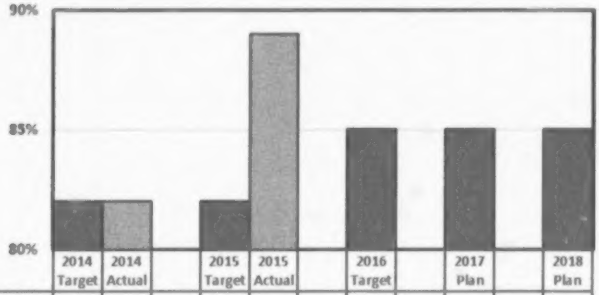
				Approved Service Levels				
	Activity Type	**Type**	**Status**	**2012**	**2013**	**2014**	**2015**	**2016**
Enterprise IT Planning & Client services	Client Support, Advice & Consultation	Business Requirement Analysis	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time**
	Client Support, Advice & Consultation	Business Case Co-ordination	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time**
	Client Support, Advice & Consultation	IT Procurement Consultation	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays)				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time**
	Client Support, Advice & Consultation	IT Consultation & Facilitation	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation Only				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time**
	Client Support, Advice & Consultation	Client Relationship Management	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time** **Escalations within 1 business day 90% of the time** Consultation or per agreed work plan
	Client Support, Advice & Consultation	Service Level Management	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Target response within 1 business day Consultation or per agreed work plan				Core business hours are Monday to Friday **8:30am – 4:30pm** (excluding statutory holidays) **Email Response within 2 business days 90% of the time**
	Client Support, Advice & Consultation	IT Training & Education	Approved	Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm				Core business hours: Monday – Friday 8:30am – 4:30pm (excluding weekends and holidays) **Email Response within 2 business days 90% of the time** Per agreed work plan / schedule 99.00% Availability between 8:30am - 4:30pm
	Client Support, Advice & Consultation	IT Contract Management	Approved	Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours are Monday to Friday 8:30am – 4:30pm (excluding statutory holidays). **Email Response within 2 business days 90% of the time.**
	IT Project Management	IT Project Management Service	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time**
	IT Project Management	IT Project Management Expertse & Support	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time**
	IT Project Management	IT Project Management Methodologies and Tools	Approved	Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) Consultation or per agreed work plan / In support of I&T services				Core business hours are Monday to Friday 9:00am – 5:00pm (excluding statutory holidays) **Email Response within 2 business days 90% of the time**

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels. Several technical adjustments to align customer serviceresponse to new City email system have been reflected.

Service Performance

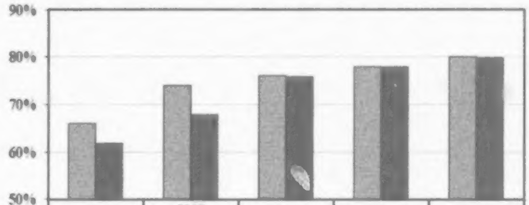
Efficiency Measure – Project Management Performance

Enterprise IT Service Desk Performance



	2014 Target	2014 Actual	2015 Target	2015 Actual	2016 Target	2017 Plan	2018 Plan
■ Client Satisfaction with IT Service Desk	82%	82%	82%	89%	85%	85%	85%

- Satisfaction with the customer experience with the IT Service Desk has increased by 7% from 82% in 2014 to 89% in 2015.
- It is forecasted that the level of satisfaction will remain constant at 85% over the next three years as a result of continuous improvement initiatives.



	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
■ Capacity to Spend - Budget vs. Actual (%)	66%	74%	76%	78%	80%
■ Meet Project Timeline on Schedule vs. Annual Plan	62%	68%	76%	78%	80%

- This measure indicates completed project deliverables in development by using IT capital spend rate as an indication of the progress of capacity to spend.
- I&T is projecting to improve meeting project timelines to 68% or better in 2015.
- I&T is projecting to deliver completed projects within managed budget to 74% or better.
- The rate of meeting project timelines and capacity to spend has been increasing annually and is expected to continue, due to improved project management controls, processes, addressing IT resourcing, and improved IT planning.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Client Support, Advice & Consultation	16,300.1	13,811.5	(22.8)	13,788.7	(2,511.4)	(15.4%)		**13,788.7**	(2,511.4)	(15.4%)	454.3	3.3%	235.0	1.6%
Enterprise Planning & Architecture	12,000.6	7,924.6	(154.3)	7,770.3	(4,230.3)	(35.3%)		**7,770.3**	(4,230.3)	(35.3%)	526.3	6.8%	304.9	3.7%
IT Project Management	4,126.7	3,529.7		3,529.7	(597.0)	(14.5%)		**3,529.7**	(597.0)	(14.5%)	1,022.4	29.0%	39.9	0.9%
Total Gross Exp.	32,427.4	25,265.8	(177.1)	25,088.7	(7,338.7)	(22.6%)		**25,088.7**	(7,338.7)	(22.6%)	2,003.0	8.0%	579.8	2.1%
REVENUE														
Client Support, Advice & Consultation	5,306.1	2,123.7		2,123.7	(3,182.4)	(60.0%)		**2,123.7**	(3,182.4)	(60.0%)	(478.5)		(412.4)	(25.1%)
Enterprise Planning & Architecture	5,469.7	2,502.0		2,502.0	(2,967.7)	(54.3%)		**2,502.0**	(2,967.7)	(54.3%)	(340.1)		(90.5)	(4.2%)
IT Project Management	2,466.5	1,364.4		1,364.4	(1,102.1)	(44.7%)		**1,364.4**	(1,102.1)	(44.7%)			(12.9)	(0.9%)
Total Revenues	13,242.3	5,990.1		5,990.1	(7,252.2)	(54.8%)		**5,990.1**	(7,252.2)	(54.8%)	(818.6)		(515.8)	(11.1%)
NET EXP.														
Client Support, Advice & Consultation	10,994.0	11,687.8	(22.8)	11,665.0	671.0	6.1%		**11,665.0**	671.0	6.1%	932.8	8.0%	647.4	5.1%
Enterprise Planning & Architecture	6,530.9	5,422.6	(154.3)	5,268.3	(1,262.6)	(19.3%)		**5,268.3**	(1,262.6)	(19.3%)	866.4	16.4%	395.4	6.4%
IT Project Management	1,660.2	2,165.3		2,165.3	505.1	30.4%		**2,165.3**	505.1	30.4%	1,022.4	47.2%	52.8	1.7%
Total Net Exp.	19,185.1	19,275.7	(177.1)	19,098.6	(86.5)	(0.5%)		**19,098.6**	(86.5)	(0.5%)	2,821.6	14.8%	1,095.6	4.8%
Approved Positions	255.6	206.2		206.2	(49.4)	(19.3%)		**206.2**	(49.4)	(19.3%)	7.9	3.8%	1.0	0.5%

The Enterprise IT Planning & Client Services' 2016 Operating Budget of $25.089 million gross and $19.099 million net is $0.087 million or 0.5% under the 2015 Net Budget.

Aside from base budget pressures common across all services, salary adjustment between activities resulted in a decrease in base pressures of $2.650 million in Enterprise IT Planning & Client Services' primarily due to the following:

- Base budget pressures are primarily attributable to salary increases for progression pay, step increases and annualization of previously approved positions and maintaining gapping rate reduced by salaries alignment between activities resulting in a decrease of $2.360 million in salaries and benefits.
- Increase due to operating impacts of previously approved capital projects amount of $0.124 million and an adjustment to software and hardware maintenance resulted in a decrease of $0.244 million.
- Conversion of temporary capital positions to operating for ongoing requirements of $0.126 million
- Internal recovery of inflationary increases and operating impacts that increased revenues by $0.295 million.

In order to offset the above pressures, the 2016 service cost changes for Enterprise IT Planning & Client Services' consists of base budget savings of $0.063 million, service efficiency savings of $0.177 million and revenue adjustments of $0.614 million as detailed below:

Base Budget (savings of $0.063 million gross and net)

- Expenditures have been reduced by $0.063 million based on a line by line review of recent spending and considering future requirements.

Service Efficiency (savings of $0.177 million gross and net)

- Savings of $0.152 million from lower pricing from contract negotiations, replacement of older technologies and efficiencies resulted in reductions in hardware and software maintenance contract.
- As a result of efficiencies, through time management, reducing the standby pay and overtime budget for less critical platform, will result in savings of $0.025 million.

Revenue Adjustments (savings of $0.614 million net)

- Annualization of salary costs recovered from IT Capital Budget for 7 project managers in 2016 will increase recoveries by $0.114 from the $0.875 million approved in 2015.
- Additional recovery of salary costs from IT Capital Budget for 4 project managers in 2016 will increase recoveries by $0.500 million.

"An innovative
City that
work
pl

Information & Technology

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Information & Technology Division provides leadership for the strategic investment, development and management of the City's Information Technology (IT) systems. Key elements of the Capital Budget and Plan include:

- Enhancing the Online Citizen experience, improving access to services for residents and businesses and delivering new services online
- Modernizing the City's business processes and systems with a focus on employee productivity and the next generation Toronto public service digital worker.
- Ensuring a secure, reliable and high performance IT Infrastructure that is modernized and well positioned to respond to growing business needs and citizen demands.

The 10-Year Capital Plan totals $400.063 million. I&T's Capital Budget & Plan is a subset of an overall City-Wide IT Strategy and IT Portfolio Integrated Plan. The overall IT Plan sets the direction for prioritized IT investments across the City to move towards a Smart City that meets overarching social, economic and environmental City goals that will maintain and improve the quality of life in the City of Toronto.

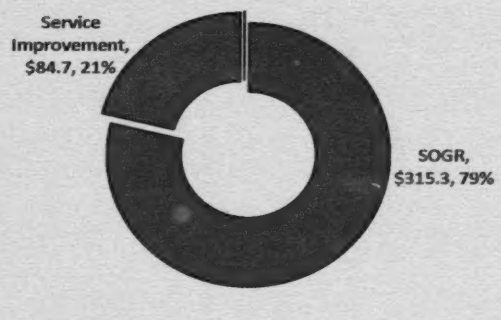
2016 Capital Budget Highlights

The 2016 Capital Budget for Information & Technology of $63.876 million, excluding carry forward funding, will:

- ✓ Run the Business with renewal of City workplace technology and supporting infrastructure to ensure continuous delivery of City services ($12.691 million).
- ✓ Transform the Business with Time Attendance and Payroll initiatives with modernized and common systems in staff scheduling and payroll processes ($9.603 million);
- ✓ Transform the Business with IT Foundation initiatives for workforce mobility, collaboration and business intelligence/data analytics capabilities ($5.895 million).
- ✓ Transform the Business with Online Service Delivery initiatives for www.toronto.ca to enhance access to services and establish a more customer-centric design ($5.162 million);
- ✓ Grow the Business with the Data Centre to meet growing IT Infrastructure in support of business needs ($1.500 million);

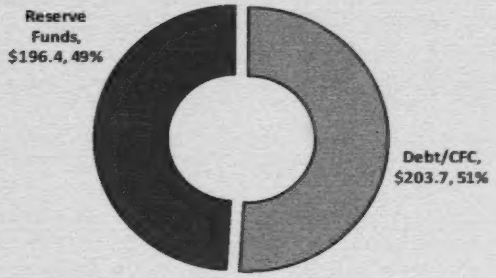
Capital Spending and Financing

2016 - 2025 Capital Budget and Plan by Expenditures Category



$400.063 Million

2016 - 2025 Capital Budget and Plan by Funding Source



$400.063 Million

Where does the money go?

The 2016 - 2025 Capital Budget and Plan totalling $400.063 million (excluding carry forward funding) to transform, grow and run City business and information technology infrastructure includes:

- $77.858 million (19.5%) is dedicated to Service Improvement projects to Transform the Business with City-wide projects for common business processes/systems involving process re-engineering and significant change. These include re-designing toronto.ca to be more customer-centric, modernizing building permit and municipal licensing processes online, expanding animal services online and rolling out of employee and manager self-services.
- $103.321 million (25.8%) of which $6.863 million is for Service Improvement, and $96.458 is for State of Good Repair projects to Grow the Business. These include specific projects to enhance the Data Centre to meet growing demands, upgrades to online services and internal business systems and to deliver business improvements for Transportation and enhancing City Planning zoning by-law management.
- $218.884 million (54.7%) is for State of Good Repair projects to Run the Business to ensure the City's foundational IT Infrastructure is reliable, secure, performing well and available to respond to changing and growing business needs and citizen demands. This includes renewal of City's workplace technology and supporting infrastructure.

Where does the money come from?

The 2016 - 2025 Capital Plan is funded from the following sources:

- Debt funding of $203.671 million comprises 50.9% of the Information & Technology's 10-Year Capital Plan's funding.
- Reserves and Reserve Funds provide funding of $196.392 million or 49.1%.

State of Good Repair Backlog

The City has established a well-defined Lifecycle Management plan for IT assets prioritized for program needs to replace equipment before end of life and as a result does not have a backlog of State of Good Repair for IT capital assets. Funding in the 10-Year Capital Plan addresses State of Good Repair based on planned lifecycle and ensures business continuity of the City's technology.

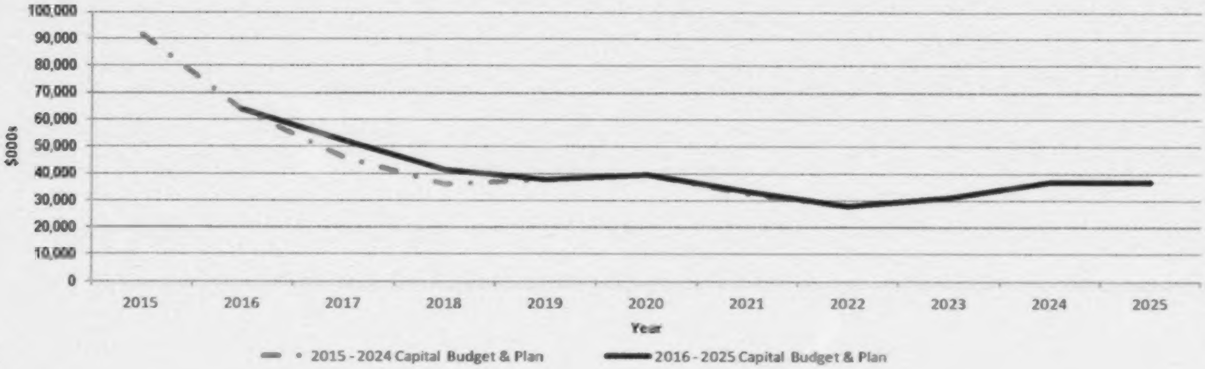
Key Changes to the 2015 - 2024 Approved Capital Plan

The City has taken a more focused approach to IT investment and priorities through the IT Governance structure led by senior business executive and IT leaders at the City's Business Executive Committee. The Business Executive Committee (BEC) reprioritized projects based on business value and need in context of the City's overall IT Portfolio Integrated Plan. Criteria included Urgency, Corporate Value, Achievability, and Business Capacity. This reprioritization focussed the IT Investment to ensure the effective execution and delivery of projects and optimal use of IT Capital funds across the City in all divisions.

As a result of this reprioritization and focus, the 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $41.462 million in capital funding from the 2015 - 2024 Approved Capital Plan. It should also be noted that previous year Carry-Forward funding was included in the figures used for the 2015 Approved Plan and subsequent reductions applied.

The table and chart below provide a breakdown of the $41.462 million or 9.4% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	91,564	63,187	45,993	35,786	37,669	39,441	32,421	27,795	30,919	36,750		**441,525**
2016 - 2025 Capital Budget & Plan		63,876	52,107	41,511	37,727	39,407	33,221	27,795	30,919	36,750	36,750	**400,063**
Change %		1.1%	13.3%	16.0%	0.2%	(0.1%)	2.5%	0.0%	0.0%	0.0%		**(9.4%)**
Change $		689	6,114	5,725	58	(34)	800	0	0	0		**(41,462)**

As reflected in Table 2 on the following page, changes to the 2016 – 2024 Approved Capital Plan, specifically the $13.352 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Information & Technology's capital projects based on the following factors:

- As a result of I&T's priority setting to ensure effectiveness in achieving overall City goals and objectives, the I&T Division adjusted the Capital Program to reprioritize programs and projects as recommended by Business Executive Committee through the IT Portfolio Integrated Plan.
- Cash flows were realigned to better reflect actual spending experience for major capital projects based on readiness to proceed and capacity to deliver and spend.

- Many of the capital projects included in the 2015 Capital Budget will require new funding in 2016 and future years, primarily:
  - ➢ To continue to run the business to maintain the City's technology infrastructure in a state of good repair and ensure future business needs for a stable, secure and high performance IT Infrastructure are met. This includes replacement and renewal of IT assets including the City's network, computer software and hardware, servers and storage to address changing technology, emerging trends and associated business demands.
  - ➢ To grow the business by developing and implementing enhancements to existing application systems and provide service improvements including enhancements to the City's website and electronic service delivery capabilities.

The following table provides details capital projects by category included in the 2016 – 2025 Capital Budget and Plan for Information & Technology:

Table 1
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Asset Lifecycle Management		12,691	15,108	17,102	21,823	24,741	17,721	12,295	14,119	19,950	19,950	**175,500**	182,411
Network Upgrade		1,500	1,970	2,500	2,500	2,500	2,500	2,500	2,500	2,500		**20,970**	18,753
Application Systems		1,897	1,395	620	1,342	2,370	2,000	2,500	2,900	3,000	3,500	**21,524**	21,524
Corporate Planning & Mgmt		3,169	2,655	2,935	3,696	4,690	5,250	4,700	5,300	5,000	6,800	**44,195**	43,724
Technology Infrastructure		2,050	7,255	6,108	3,450	2,396	4,190	4,700	5,700	5,900	6,500	**48,249**	39,449
Resource to Deliver IT Capital Projects		1,383	1,775									**3,158**	1,383
Business Sustainment Systems		561	1,185									**1,746**	2,006
Sub-Total	-	**23,251**	**31,343**	**29,265**	**32,811**	**36,697**	**31,661**	**26,695**	**30,519**	**36,350**	**36,750**	**315,342**	**309,250**
Service Improvements													
Application Systems		5,945	7,121	5,181	3,011							**21,258**	18,085
Corporate Planning & Mgmt		1,150	1,000	1,226	1,110	1,040	1,560	1,100	400	400		**8,986**	9,933
Technology Infrastructure		413	310	450								**1,173**	1,173
Corporate Initiatives		15,470	8,387	4,927	795	1,670						**31,249**	24,696
Computer System Integration		588										**588**	588
Business Sustainment Systems		6,049	3,386	462								**9,897**	10,555
TAS Electronic Communications		219										**219**	219
												-	
Service Efficiencies Study												-	
Employee Self Service Portal, Payroll -PPEB		1,500										**1,500**	1,300
Web Business Content Refresh & Design		750										**750**	750
Portal Foundation Components		1,500										**1,500**	1,500
Short Term Business Improvements- Transportation		530										**530**	530
Work Management Solution- Transportation												-	
Time, Attendance & Scheduling Management-PPEB		5,996										**5,996**	5,996
Asset Management Solution- Transportation		515	560									**1,075**	1,075
Sub-Total	-	**40,625**	**20,764**	**12,246**	**4,916**	**2,710**	**1,560**	**1,100**	**400**	**400**	-	**84,721**	**76,400**
Total Expenditures by Category (excluding carry forward)	-	**63,876**	**52,107**	**41,511**	**37,727**	**39,407**	**33,221**	**27,795**	**30,919**	**36,750**	**36,750**	**400,063**	**385,650**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Business Continuity & Disaster Recovery Program	61.9	1.0	306.0	1.0	44.1						412.0	2.0	412.0	2.0
Enterprise Business Intelligence Framework	123.1	2.0	412.0	4.0	402.0	2.0					937.1	8.0	937.1	8.0
Web Revitalization Implementation Sustainment Requirement			271.6	4.0	305.1	1.0					576.7	5.0	576.7	5.0
Enterprise Systems Management Implementation	61.8	1.0	193.0	2.0	73.2						328.0	3.0	328.0	3.0
Testing Tools Upgrade	165.0		113.0	1.0							278.0	1.0	278.0	1.0
Project Portfolio Management	70.0		70.0								140.0		140.0	
IT Performance Reporting			140.0	1.0							140.0	1.0	140.0	1.0
Enterprise Information Security Program			93.8	1.0	31.2						125.0	1.0	125.0	1.0
Facilities Mgmt Div -PTP Implementation	77.5	1.0	55.0								132.5	1.0	132.5	1.0
Capital Planning & Coordination Automation	132.5	1.0	138.5	1.0							271.0	2.0	271.0	2.0
TB Electronic Service Delivery Portal	126.4	2.0	270.4	1.0	133.0						529.8	3.0	529.8	3.0
System Enhancement IBMS (MLS)	60.8	1.0	54.2								115.0	1.0	115.0	1.0
Integrated Bus. Mgmt Reporting	66.8	1.0	54.2								121.0	1.0	121.0	1.0
IT Risk Management Framework			93.8	1.0	31.2						125.0	1.0	125.0	1.0
WebMethod	(5.0)		180.1	3.0	161.5						336.6	3.0	336.6	3.0
Supply Chain Management Transformation			1,406.5	2.0							1,406.5	2.0	1,406.5	2.0
New Projects - 2016														
Enterprise Collaboration Foundation	115.1	2.0	320.8	1.0	52.0						487.9	3.0	487.9	3.0
Total (Net)	**1,056.0**	**12.0**	**4,172.8**	**23.0**	**1,233.3**	**3.0**					**6,462.1**	**38.0**	**6,462.1**	**38.0**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $6.462 million net over the 2016 – 2025 period, as shown in the table above. Approved positions will increase by 38 over the 10-year time frame.

- With the IT Capital investment in new business systems to meet enterprise and division-specific business needs growing, there is also a corresponding investment need in both the ongoing infrastructure and the required skills and expertise to ensure the continued availability and support of the systems. With 54 Transform and Grow Service Improvement Projects in I&T 10-Year Capital Plan, I&T will be faced with significant operating pressures once these projects have been completed.

This is comprised of funding to sustain the following capital projects:

- The Business Continuity & Disaster Recovery project requires $0.412 million: $0.062 million for 1 position in 2016, and $0.306 million in 2017 for 2 positions and maintenance support.
- The Enterprise Business Intelligence Framework Project requires $0.937 million: $0.123 for 2 positions in 2016, $0.412 million for 4 new positions in 2017 and $0.402 million for 2 new positions in 2018.
- The WEB method technology projects require $0.272 million for 4 positions in 2017, and $0.351 million in 2018 for 1 additional position for post system maintenance.
- The Testing Tools Upgrade project requires $0.278 million with $0.165 million for annual maintenance of the Testing suite of the Quality Assurance project commencing in 2016 and $0.113

million for 1 new position in 2017 to assist in implementing the tools for developing the methodology and completing the assessments.

- The Project Portfolio Management project requires $0.140 million with $0.070 million for annual maintenance in 2016 and 2017.
- The IT Performance Reporting project requires $0.140 million in 2017 for 1 new position to sustain the project.
- The Enterprise Systems Management Implementation project requires $0.328 million with $0.062 million in 2016 for 1 new position, $0.193 million in 2017 for 2 new positions and $0.073 million in 2018 for support costs to sustain the Service Desk and Business Service Management Modules.
- Enterprise Information Security Program requires $0.125 million with $0.093 million for 1 new position and maintenance in 2016 and $0.032 million for annualization of support in 2017.
- 9 new positions are required to support client driven projects at a cost of $2.443 million gross and $0 million net, recovered from clients. Projects include Facilities Management Project Tracking Portal Implementation, major capital infrastructure office Capital Planning and Coordination Automation (CPCA), Toronto Building Service Delivery Portal and Purchasing & Materials Management Division 2016 Warehouse Management.
- The IT Risk Management Framework project requires $0.125 million with $0.094 million in 2017 for 1 new position and $0.031 million in 2018 for support costs to sustain the project.
- The Enterprise Collaboration Foundation Project requires $0.488 million, $0.115 million in 2016 for 2 new positions; $0.321 million in 2017 for 1 new positions, and $0.052 million in 2018.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process to determine actual need.

Legal Services

2016 OPERATING BUDGET OVERVIEW

Legal Services provides the highest quality of legal services to the City of Toronto and functions as a strategic resource for Council, City Divisions and Agencies. Legal Services responds to the increasing demand by the City for legal services and promotes risk management and various mitigation strategies.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $50.358 million gross and $19.926 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change	
			$	%
Gross Expenditures	49,567.9	50,358.4	790.5	1.6
Gross Revenues	29,261.2	30,432.3	1,171.1	4.0
Net Expenditures	**20,306.7**	**19,926.0**	**(380.6)**	**(1.9**

The 2016 Operating Budget for Legal Services provides $0.355 million to fund pressures arising from inflationary and payroll increases for staff. Through cost recoveries from internal client Programs, Legal Services was able to offset the pressure, resulting in a decrease of $0.381 million or 1.9% lower than 2015 funding levels.

Fast Facts

- 90% of cases resolved after prosecutor action through early resolution
- Over 200 OMB hearings assigned and attended
- 98% of employment law matters referred to Legal Services are handled by in-house counsel
- Approximately 35,000 hours spent on drafting opinions/contracts/agreements
- Approximately 90,000 hours spent on reviewing contracts/agreements and other legal documents

2016 Operating Budget Highlights

- The 2016 Operating Budget for Legal Services of $50.2 million in gross expenditures provides funding for three services:
  - ✓ Civil Litigation
  - ✓ Prosecutions
  - ✓ Solicitors.
- The Program has exceeded the budget target of a 1% decrease from the 2015 Approved Budget through measures taken based on the following criteria:
  - ✓ Stable revenue adjustments to inter-divisional recoveries from Toronto Building and others for increased services; and
  - ✓ Target exceeded without impacting Council approved Service Levels.
  - ✓ Additional resources are included to provide enhanced legal services related to claim works, real estate transactions for affordable housing developments, and prosecution for Municipal Licensing & Standards.

2015 Key Service Accomplishments

In 2015, Legal Services accomplished the following:

Prosecutions

- ✓ Succeeded in establishing Fixed Fines for parking offences as determined by Council and confirmed by the appellate court
- ✓ Secured significant fines in relation to Fire Code charges
- ✓ Undertook major training of various enforcement staff with regards to By-Law enforcement and procedures
- ✓ Working on establishing a case management system with MLS

Civil Litigation

- ✓ Provided strategic legal advice and support on appeals of Harmonized Zoning By-Law
- ✓ Provided strategic legal advice and support for Taxi/Uber review including challenge of reforms and injunction application
- ✓ Integrated new Practice Leads structure with the retirement of a director
- ✓ Successfully resolved Toronto Port Authority PILTS
- ✓ Provided legal representation to the Toronto Police Services Board on several complex Coroner's inquests

Solicitor Services

- ✓ Provided strategic legal advice to Pan Am and Parapan Am Games
- ✓ Provided strategic legal advice on Gardiner Expressway options
- ✓ Provided strategic legal advice regarding Transit Expansion projects
- ✓ Provided strategic legal advice for Union Station Revitalization Project
- ✓ Provided strategic legal advice on issues arising from 2014 election including compliance audits
- ✓ Provided strategic legal advice regarding City of Toronto Act review

Our Service Deliverables for 2016

Legal Services is responsible for the provision of legal services and the promotion of risk management and mitigation strategies to the City. The 2016 Operating Budget will provide funding to:

- Attend Committee/Community Councils and City Council meetings.
- Continue working with Finance and Risk Management Division to increase claims work capacity.
- Maximize court room trial time by rebalancing caseloads.
- Continue successful implementation of the early resolution process.
- Educate clients in the various practice areas to minimize City liabilities.
- Educate clients in enforcement divisions in proper court process and procedures
- Prosecute a wide range of City by-laws and Provincial statute violations, including:
  - ➢ Sewer pollution, tree destruction, parking offences, Fire Code and Building violations, and zoning.
  - ➢ Inspector training and agreement negotiations relating to provincial offences.
- Represent and defend the City at all levels of courts and tribunals which include the Ontario Municipal Board, the Alcohol and Gaming Commission, the Labour Relations Board, the Human Rights Tribunal, the Workplace Safety and the Insurance Appeals Tribunal.

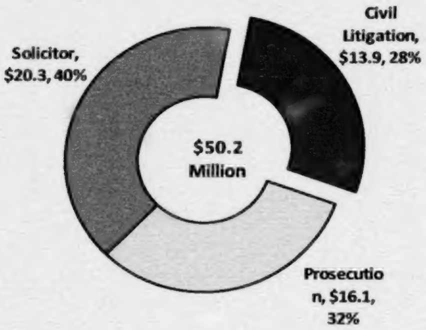
Trends

- Approximately 20% of staff is eligible to retire over the next 5 years. As part of succession planning and strategy to reduce salary and benefit costs, Legal Services recruits junior lawyers, where feasible, to replace senior lawyers.
- Increasing complexity in Prosecution cases is resulting in increasing costs as cases require more investigation, court time, staff resources, and research materials.

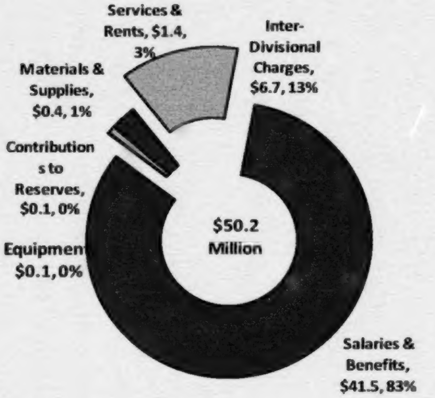
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

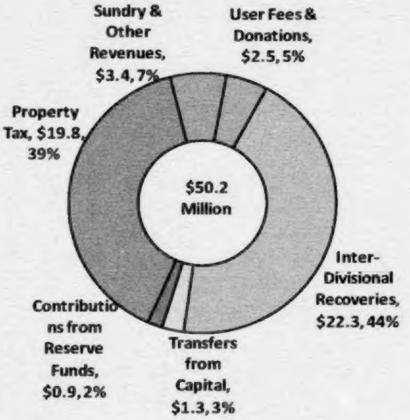


2016 Budget by Expenditure Category



Where the money comes from:

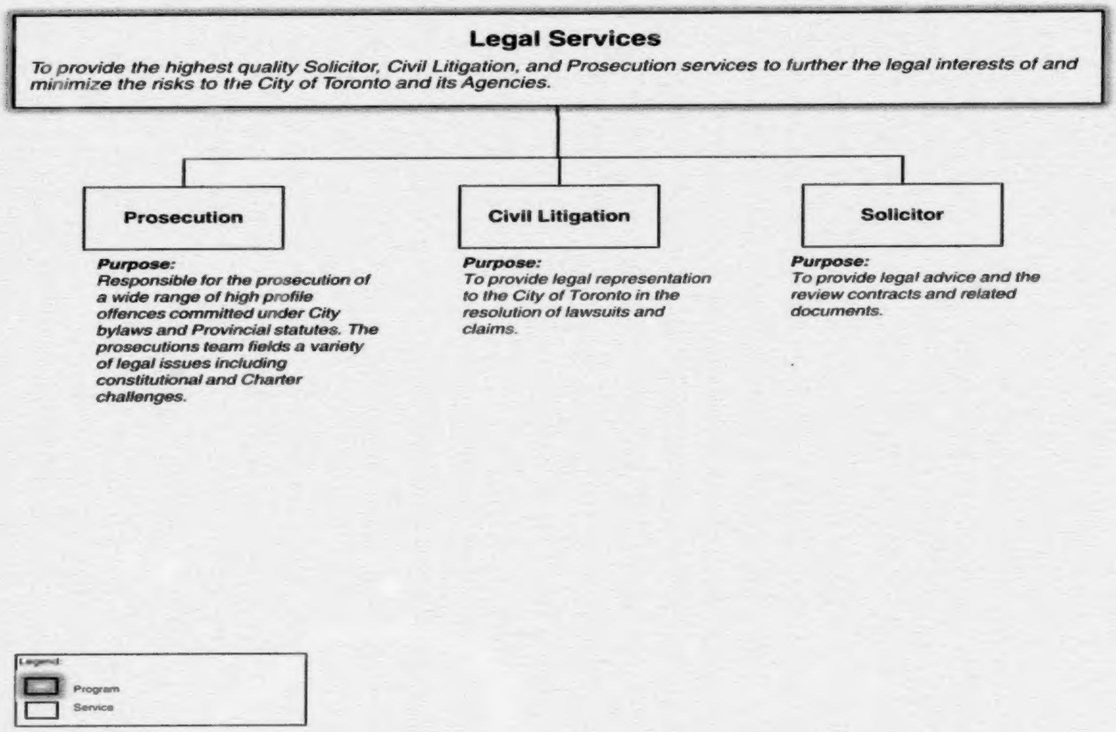
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Opportunities for savings or benefits to the City** through changes to Federal/Provincial Legislation
  - ✓ Continue to review relevant legislation to identify opportunities for cost savings as well as avenues for additional revenues to the City.
- **Manage increased service demands** due to increasing complexity and duration without additional resources.
  - ✓ Continue to monitor and efficiently schedule staff resources.
  - ✓ Continue succession planning to maintain core body of knowledge and staffing.
- **Increasing numbers and complexity of Ontario Municipal Board hearings** is straining resources and resulting in delays in processing development agreements.
  - ✓ As resources in Legal Services are already stretched, additional resources are important in order to provide this legal work and maintain service levels based on Council direction.

Program Map



Legal Services

To provide the highest quality Solicitor, Civil Litigation, and Prosecution services to further the legal interests of and minimize the risks to the City of Toronto and its Agencies.

Prosecution

Purpose:
Responsible for the prosecution of a wide range of high profile offences committed under City bylaws and Provincial statutes. The prosecutions team fields a variety of legal issues including constitutional and Charter challenges.

Civil Litigation

Purpose:
To provide legal representation to the City of Toronto in the resolution of lawsuits and claims.

Solicitor

Purpose:
To provide legal advice and the review contracts and related documents.

Service Customer

Solicitor

- Mayor and City Council
- City Divisions
- Agencies

Civil Litigation

- Mayor and City Council
- City Divisions
- Agencies

Prosecution

- Mayor and City Council
- City Divisions
- Agencies
- Municipal Bylaw offender
- Provincial Statute offender

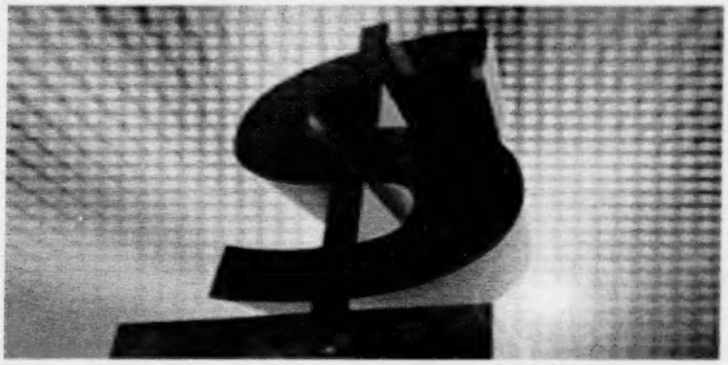
Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Civil Litigation											
Gross Expenditures	13,533.3	12,433.6	13,556.3	393.5	13,949.8	416.5	3.1%	(0.4)	(0.0%)	97.9	0.7%
Revenue	5,578.6	4,704.0	5,762.9	329.0	6,091.9	513.3	9.2%	0.9	0.0%	1.0	0.0%
Net Expenditures	7,954.7	7,729.6	7,793.4	64.5	7,857.8	(96.8)	(1.2%)	(1.3)	(0.0%)	96.9	1.2%
Prosecution											
Gross Expenditures	16,167.4	14,853.7	15,860.8	197.7	16,058.5	(108.9)	(0.7%)	12.6	0.1%	73.8	0.5%
Revenue	13,758.1	11,601.1	13,645.0	197.7	13,842.7	84.5	0.6%				
Net Expenditures	2,409.3	3,252.6	2,215.7	-	2,215.7	(193.5)	(8.0%)	12.6	0.6%	73.8	3.3%
Solicitor											
Gross Expenditures	19,867.2	18,252.8	20,125.5	224.5	20,350.0	482.8	2.4%	7.7	0.0%	151.1	0.7%
Revenue	9,924.5	8,368.5	10,337.7	160.0	10,497.7	573.2	5.8%	0.5	0.0%	0.5	0.0%
Net Expenditures	9,942.7	9,884.3	9,787.8	64.5	9,852.3	(90.4)	(0.9%)	7.2	0.1%	150.6	1.5%
Total											
Gross Expenditures	49,567.9	45,540.0	49,542.6	815.7	50,358.3	790.4	1.6%	19.9	0.0%	322.8	0.6%
Revenue	29,261.2	24,673.6	29,745.6	686.7	30,432.3	1,171.1	4.0%	1.4	0.0%	1.5	0.0%
Total Net Expenditures	20,306.7	20,866.4	19,797.0	129.0	19,926.0	(380.7)	(1.9%)	18.5	0.1%	321.3	1.6%
Approved Positions	301.4	299.4	301.4	5.0	306.4	5.0	1.7%				

The Legal Services' 2016 Operating Budget is $50.358 million gross and $19.926 million net, representing a 1.9% decrease to the 2015 Approved Net Operating Budget exceeds the reduction target of -1% as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to known salary and benefit adjustments such as STEP and progression pay as Legal Services' budget is 83% salary based.
- To mitigate the above pressures, the Program was able to reduce its salary and benefit budget by filling senior vacant positions with junior lawyers based on actual experience and increase recoveries from Toronto Building for additional legal support.
- New and enhanced services include 5 additional staff to meet client Programs increasing demand for legal services with respect to insurance claim support, MLS prosecutions and affordable housing agreement. These staff costs will be recovered from client Programs through provincial funds, insurance reserve fund, and MLS's Operating Budget.
- Approval of the 2016 Operating Budget will result in Legal Services increasing its total staff complement by 5 positions from 301.4 to 306.4.
- The 2017 and 2018 Plan increases are attributable to known salary and benefits increases.



Office of the Chief Financial Officer

2016 OPERATING BUDGET OVERVIEW

The Office of the Chief Financial Officer ensures the effective use of the Corporation's financial resources by providing sound financial planning and management advice; maintaining financial control; developing and implementing effective financial strategies and by providing timely, accurate, and efficient services to Programs, Agencies, Council and the public.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $16.577 million gross and $9.673 million net as shown below.

(in $000's)	2015 Budget	2016 Budget	Change $	Change %
Gross Expenditures	16,558.6	16,577.0	18.4	0.1
Gross Revenues	6,780.7	6,903.9	123.2	1.8
Net Expenditures	**9,777.9**	**9,673.1**	**(104.8)**	**(1.1**

For 2016, the Office of the Chief Financial Officer identified $0.039 million in opening budget pressures arising mainly from inflationary increases within salary and benefit costs. These pressures have been fully offset through a line-by-line review and staffing efficiency to achieve a reduction of 1.1% under the 2015 Approved Net Budget while maintaining the same level of service in 2016.

Fast Facts

- Manages the City's investment portfolio totalling $5.0 billion;
- Manages $1.9 billion in sinking funds and supports the City's pension and trust funds.
- Insures $14.5 billion worth of property.
- Provides financial oversight on $11.7 billion Operating Budget and a $33.5 billion 10-Year Capital Plan for both Tax and Rate Supported Programs.
- Maintains the City's fiscal health, by ensuring the debt servicing costs do not exceed 15% of property tax revenues.
- Provides financial analysis, advice, oversight of the City's financial affairs.

2016 Operating Budget Highlights

- The 2016 Operating Budget for the Office of the Chief Financial Officer of $16.577 million in gross expenditures provides funding for three services, Fin & Admin, Corporate Finance and Financial Planning.
- The Program has exceeded the budget target with a 1.1% net decrease from the 2015 Approved Budget through measures taken based on the following criteria:
    - The identification of sustainable, on-going savings including line by line reductions ($0.047 million) and 0.7% in efficiency savings / productivity gains ($0.067 million); and
    - Target achievement without impacting on Council approved Service Levels.

2015 Key Service Accomplishments

- ✓ Delivered Multi-Year Operating Budget and Plan that set priorities within affordability constraints and was service-based, balanced and sustainable ($11.4 Billion Gross Expenditure Budget for 2015).
- ✓ Delivered 10-Year Capital Budget and Plan with affordability guidelines that addressed priorities and reduced backlog of State of Good Repair ($31.7 Billion Budget and Plan for 2015 – 2024).
- ✓ Monitored, controlled and reported on the City's financial performance and complement on a quarterly and as required basis, with dashboard approach to better support performance monitoring and decision making.
- ✓ Provided financial advice on approximately 1,700 reports to Standing Committees and Council.
- ✓ Implemented budget process and communication improvements (e.g. website, Participatory Budgeting in conjunction with City Manager's Office).
- ✓ Continued the implementation of best and leading financial planning and management practices; including a new Financial Management and Control By-Law; Service Planning and a Long Term Financial Plan for the City of Toronto
- ✓ Renewed all of City's corporate insurance policies for the June 1, 2015 to June 1, 2006 term at a premium reduction of 6% or $319,000 over the expiring term without changing the City's coverage.

Our Service Deliverables for 2016

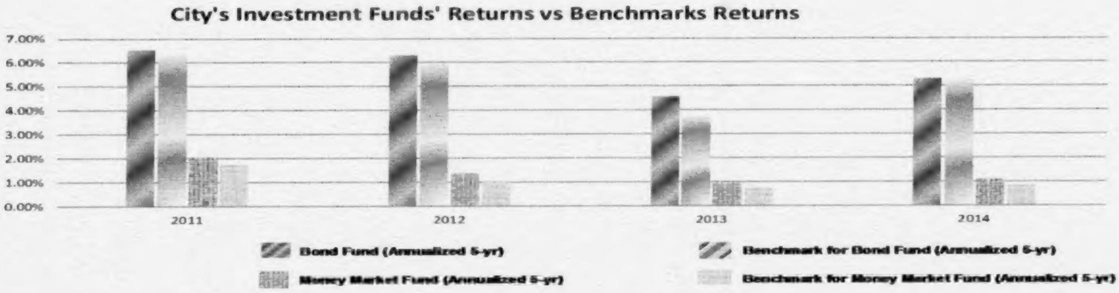
The Office of the Chief Financial Officer provides quality financial and shared services; corporate strategic, financial and risk management expertise; and Corporate Financial Planning, Management, Reporting and Control services to ensure the fiscal sustainability of the City in delivering programs and services to the public.

The 2016 Operating Budget will:

- Deliver a multi-year service based Operating Budget and 10 Year Capital Plan based on the City's affordability and Council's priority.
- Deliver Long-Term Financial Plan that provides for sustainable services and reliable infrastructure with modest impacts to tax payers.
- Provide oversight and quality assurance of financial and administrative controls to promote compliance with corporate policies and procedures.
- Continue to enhance financial transparency and public engagement in the City's budget process by undertaking a Participatory Budgeting and continuing to improve the budget website.
- Continue the Shared Services Project that expects to complete 6 projects relating to learning, insurance, and real estate, which are anticipated to generate both service improvements and savings for the City, Agencies & Corporations.

Trends

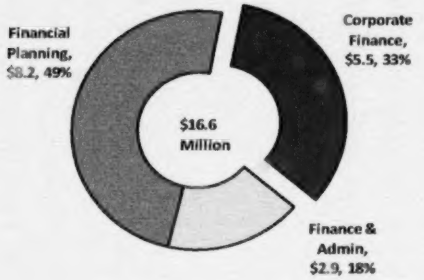
- The City's investment funds' returns have performed better than benchmark for returns in each of the last four years for both the Bond Funds and Money Market Fund.



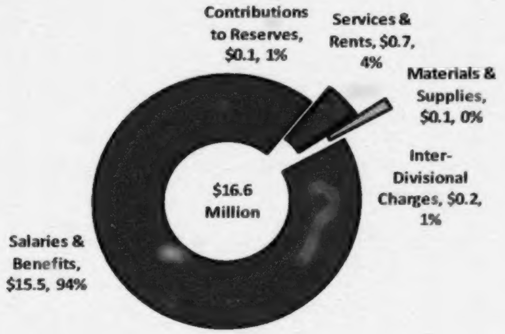
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

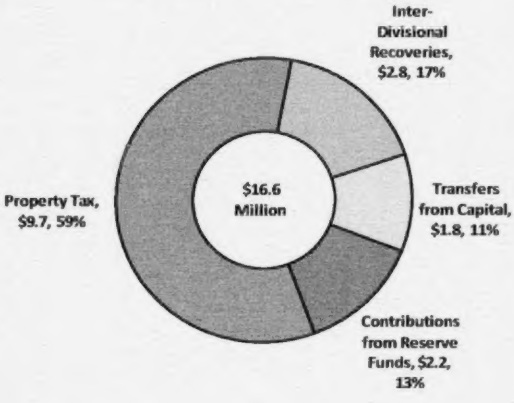


2016 Budget by Expenditure Category



Where the money comes from:

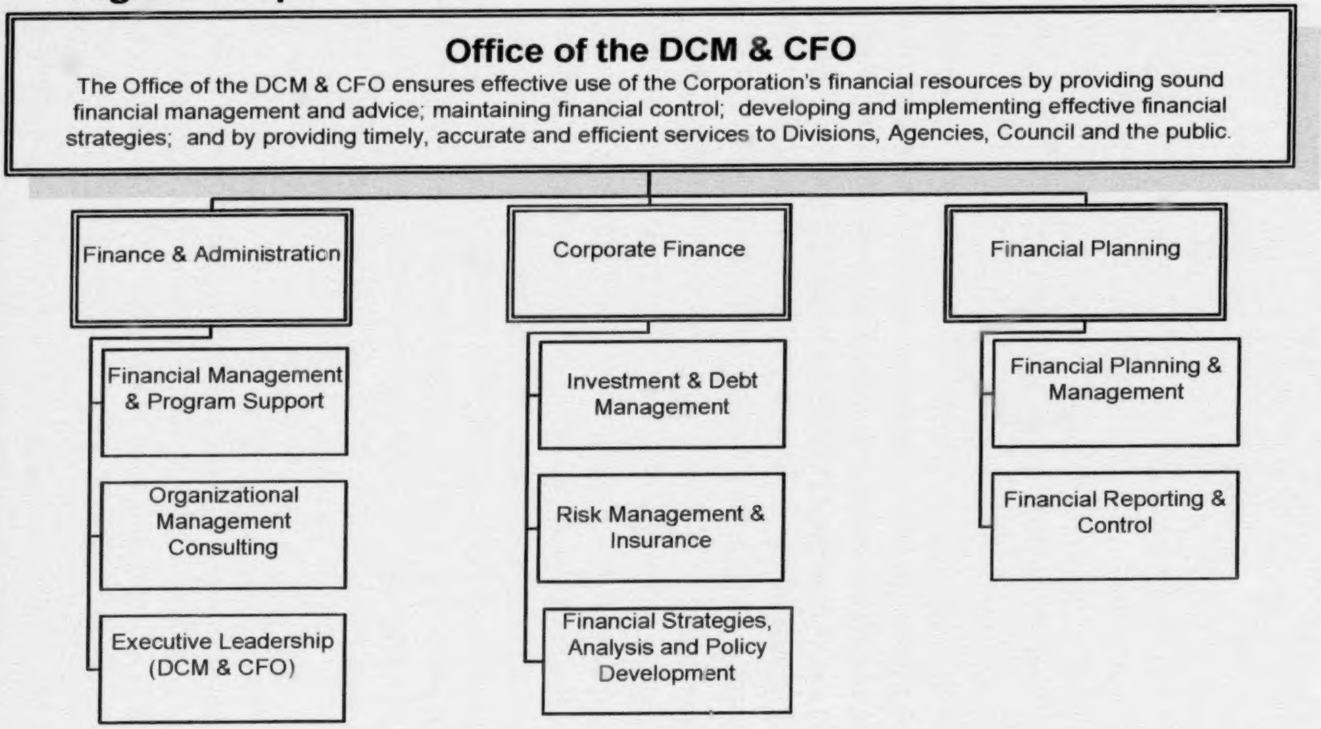
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Enhancing transparency and accountability** of financial management and control across all City Programs and Agencies.
  - ✓ A detailed review of the existing Financial Control Bylaw is underway to provide City with capacity to strengthen financial management and governance.
  - ✓ Funding for section 37 position.
- **Implementing Shared Services Project** to identify savings, efficiencies, and improvement opportunities through the transformation of corporate services.
  - ✓ Consolidation and optimization of corporate functions to deliver services through increased collaboration within the City.
- **Delivering a Long-Term Financial Plan** with new and sustainable financing sources to support programs, services and infrastructure with modest impacts to tax payers.
  - ✓ Continuing to leverage City assets and establish other revenue tools through the review of the City of Toronto Act to generate funding for unfunded capital needs and help offset budget pressure.
- **Closing the funding gap** while addressing growing demands for service expansion, escalating costs to deliver services, and rising state-of-good repair backlog.
  - ✓ Continuing to meet service demands given the financial constraints faced by the City.
  - ✓ The 2016-2025 Capital Plan includes $13.2 billion over the 10- year period to address required SOGR capital work.

Program Map



Office of the DCM & CFO

The Office of the DCM & CFO ensures effective use of the Corporation's financial resources by providing sound financial management and advice; maintaining financial control; developing and implementing effective financial strategies; and by providing timely, accurate and efficient services to Divisions, Agencies, Council and the public.

Finance & Administration
Financial Management & Program Support
Organizational Management Consulting
Executive Leadership (DCM & CFO)
Corporate Finance
Investment & Debt Management
Risk Management & Insurance
Financial Strategies, Analysis and Policy Development
Financial Planning
Financial Planning & Management
Financial Reporting & Control

Table 1

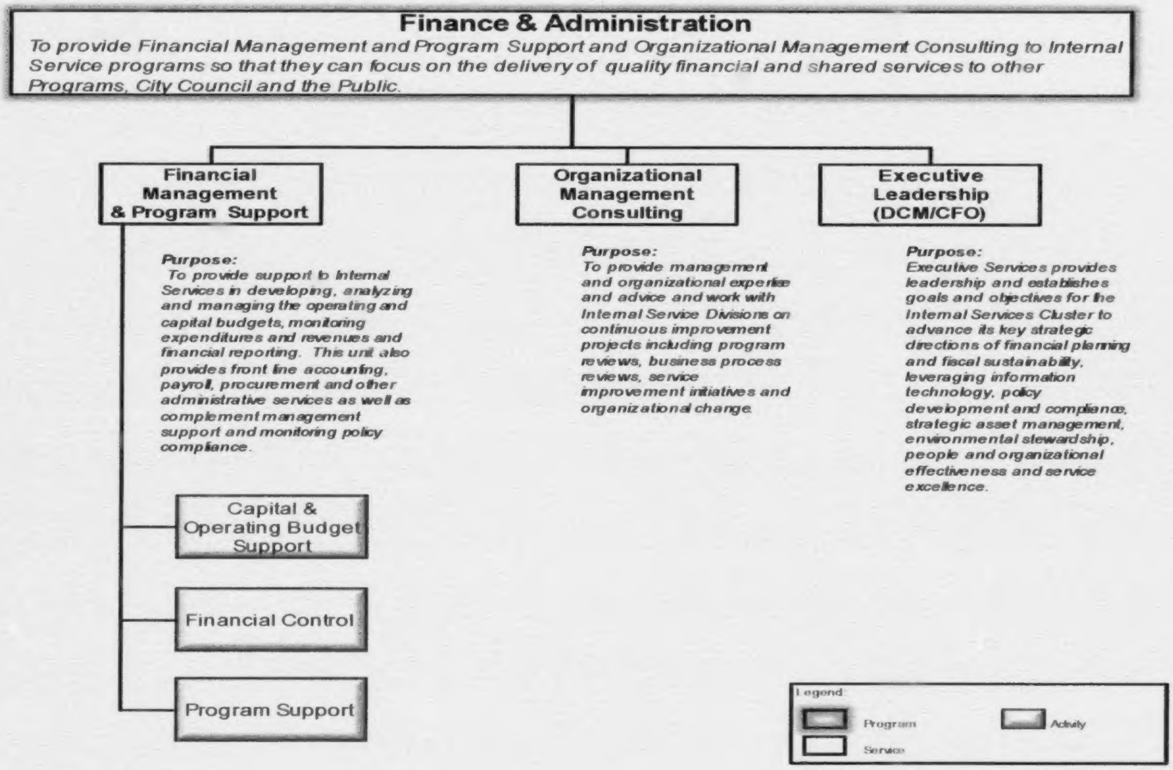
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Corporate Finance											
Gross Expenditures	5,480.9	5,292.6	5,529.4		5,529.4	48.5	0.9%	8.9	0.2%	17.6	0.3%
Revenue	3,714.7	3,544.7	3,791.1		3,791.1	76.5	2.1%	35.4	0.9%	8.5	0.2%
Net Expenditures	1,766.2	1,747.9	1,738.2	-	1,738.2	(28.0)	(1.6%)	(26.5)	(1.5%)	9.1	0.5%
Finance & Administration											
Gross Expenditures	2,906.0	2,791.3	2,895.9		2,895.9	(10.1)	(0.3%)	(26.0)	(0.9%)	16.6	0.6%
Revenue	186.3	168.9	202.1		202.1	15.8	8.5%	2.6	1.3%	3.6	1.7%
Net Expenditures	2,719.7	2,622.4	2,693.7	-	2,693.7	(25.9)	(1.0%)	(28.6)	(1.1%)	13.0	0.5%
Financial Planning											
Gross Expenditures	8,171.7	7,251.6	8,062.1	89.7	8,151.7	(20.0)	(0.2%)	(1,247.6)	(15.3%)	89.3	1.3%
Revenue	2,879.7	2,769.1	2,821.0	89.7	2,910.7	31.0	1.1%	(1,495.6)	(51.4%)	1.0	0.1%
Net Expenditures	5,292.0	4,482.5	5,241.0	-	5,241.0	(51.0)	(1.0%)	248.0	4.7%	88.2	1.6%
Total											
Gross Expenditures	16,558.6	15,335.5	16,487.3	89.7	16,577.0	18.4	0.1%	(1,264.7)	(7.6%)	123.5	0.8%
Revenue	6,780.7	6,482.7	6,814.3	89.7	6,903.9	123.2	1.8%	(1,457.6)	(21.1%)	13.1	0.2%
Total Net Expenditures	9,777.9	8,852.8	9,673.1	-	9,673.1	(104.8)	(1.1%)	192.9	2.0%	110.3	1.1%

The Office of the Chief Financial Officer's 2016 Operating Budget is $16.577 million gross and $9.673 million net, representing a 1.1% decrease to the 2015 Net Operating Budget and slightly exceeds the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to inflationary salary increases common across all services.
- The Program has been able to offset the above pressures through savings achieved from a line by line review of expenditures, a delay in hiring and right sizing the staff complement from efficiencies found through efficiencies.
- The 2016 Operating Budget includes funding of $0.090 million gross and $0 net for 1.0 Financial Analyst position to provide additional public accountability and transparency with regard to Section 37 benefit contributions and expenditures, in accordance with the requirements of Bill 73.
- Approval of the 2016 Operating Budget will result in The Office of the Chief Financial Officer's total staff complement remaining at 115.0 positions.
- The 2017 and 2018 Plan increases are mainly attributable to inflationary cost increases for progression pay, step and fringe benefits totaling $0.193 million and $0.110 million respectively.

Finance & Administration


Finance & Administration
Financial Management & Program Support
Organizational Management Consulting
Executive Leadership (DCM/CFO)
Capital & Operating Budget Support
Financial Control
Program Support
Legend
Program
Activity
Service

Finance & Administration

To provide Financial Management and Program Support and Organizational Management Consulting to Internal Service programs so that they can focus on the delivery of quality financial and shared services to other Programs, City Council and the Public.

Financial Management & Program Support

Purpose:
To provide support to Internal Services in developing, analyzing and managing the operating and capital budgets, monitoring expenditures and revenues and financial reporting. This unit also provides front line accounting, payroll, procurement and other administrative services as well as complement management support and monitoring policy compliance.

Organizational Management Consulting

Purpose:
To provide management and organizational expertise and advice and work with Internal Service Divisions on continuous improvement projects including program reviews, business process reviews, service improvement initiatives and organizational change.

Executive Leadership (DCM/CFO)

Purpose:
Executive Services provides leadership and establishes goals and objectives for the Internal Services Cluster to advance its key strategic directions of financial planning and fiscal sustainability, leveraging information technology, policy development and compliance, strategic asset management, environmental stewardship, people and organizational effectiveness and service excellence.

Service Customer

Financial Management & Program Support

- City Manager
- DCM/CFO
- Budget Committee
- Internal Services Divisions
- Other City Divisions

Organizational Management Consulting

- DCM/CFO
- Internal Services Divisions

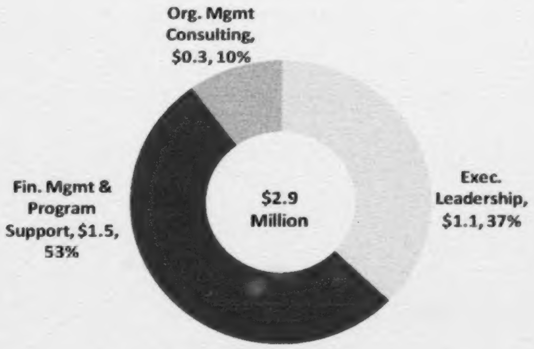
Executive Leadership (DCM/CFO)

- City Manager and DCMs
- City Council and Committees
- Mayor and Councillors
- City Divisions and Agencies
- Property Owners/Taxpayers
- Media

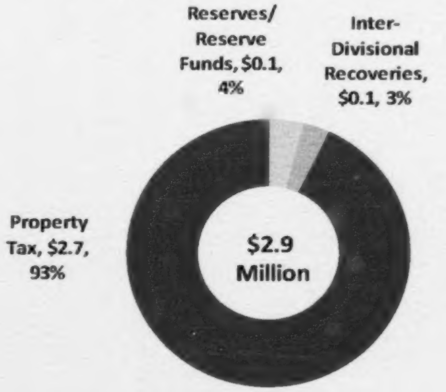
What We Do

Provide Financial Management, Program Support and Organizational Management Consulting to Internal Service programs so that they can focus on the delivery of quality financial and shared services to other Programs, City Council and the Public.

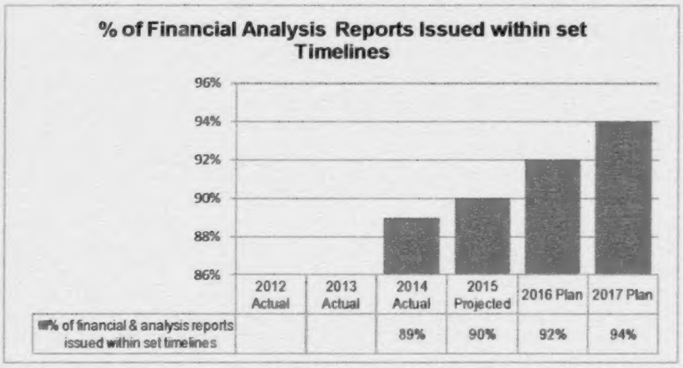
2016 Service Budget by Activity ($M)



Service by Funding Source ($M)



% of Financial & Analysis Reports Issued within set Timelines



- Tracking of actual data for issuing of financial and analysis reports began in 2014.
- In 2014, Finance & Administration issued 89% of financial and analysis reports within set timelines.
- Finance & Administration staff is expecting to achieve 90% in 2015.
- The Program will strive for a (92% achievement in 2016 towards a goal of 94% in 2017.

2016 Service Levels

Finance & Administration

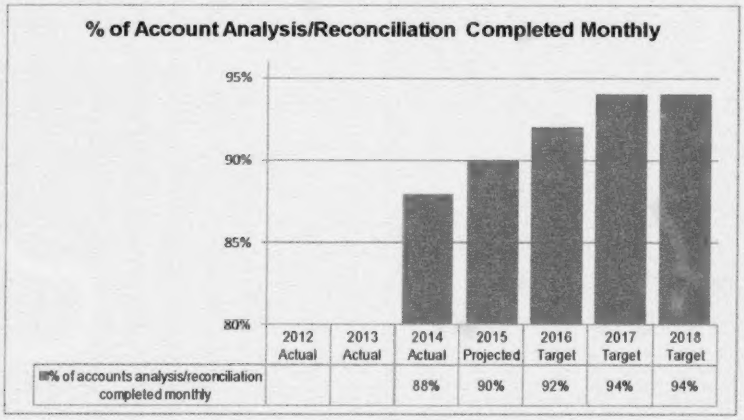
Activity	Type	Sub-Type	Status	Approved Service Levels				
				2012	2013	2014	2015	2016
Executive Leadership			Approved					
Financial Management & Program Support	Capital & Operating Budget Support	Capital Budget	Approved	Capital Budget and 10 Year Plan of Capital Works prepared annually				Capital Budget and 10 Year Plan of Capital Works prepared annually
		Operating	Approved	Operating Budget prepared annually				Operating Budget prepared annually
	Financial Control	Management Reports	Approved	Statistics Canada Report on Capital Expenditures is prepared and submitted semi-annually				Statistics Canada Report on Capital Expenditures is prepared and submitted semi-annually
			Approved	Consultants' expenditure report prepared annually				Consultants' expenditure report prepared annually
			Approved	DPO Activity Report, Blanket Contracts, PO Compliance and Parked Document reports reviewed and distributed monthly				DPO Activity Report, Blanket Contracts, PO Compliance and Parked Document reports reviewed and distributed monthly
			Approved	Attendance Management Reports prepared and distributed monthly				Attendance Management Reports prepared and distributed monthly
		Variance Reports	Approved	Capital and Operating Variance Reports and Cluster Performance Statistics are prepared and consolidated quarterly				Capital and Operating Variance Reports and Cluster Performance Statistics are prepared and consolidated quarterly
		Financial Oversight	Approved	accounts analysis and journal entries reviewed monthly				accounts analysis and journal entries reviewed monthly
			Approved	Review and coordination of cluster signing authorities completed annually				Review and coordination of cluster signing authorities completed annually
		Payroll Reports	Approved	Additional Cost, Bank Balance and Labour Distribution and Overtime Reports prepared and distributed bi-weekly				Additional Cost, Bank Balance and Labour Distribution and Overtime Reports prepared and distributed bi-weekly
	Program Support	Accounting	Approved	Cheque requisitions, goods receipt, new vendor accounts and petty cash reimbursements are processed within 3-5 business days of receipt				Cheque requisitions, goods receipt, new vendor accounts and petty cash reimbursements are processed within 3-5 business days of receipt
			Approved	Pcard transactions are reviewed and approved monthly				Pcard transactions are reviewed and approved monthly
			Approved	Retention of accounting records on a daily basis				Retention of accounting records on a daily basis
		Purchasing	Approved	Contract release orders (CRO), corporate express requisitions, divisional purchase orders (DPO), material stores requisitions are processed within 3-5 business days				Contract release orders (CRO), corporate express requisitions, divisional purchase orders (DPO), material stores requisitions are processed within 3-5 business days
			Approved	Purchase requisitions and sole source documentation are processed within 5-10 business days				Purchase requisitions and sole source documentation are processed within 5-10 business days
			Approved	Corporate calls are managed within standards established by PMMD				Corporate calls are managed within standards established by PMMD
			Approved	Retention of purchasing records on a daily basis				Retention of purchasing records on a daily basis

				Approved Service Levels				
Activity	Type	Sub-Type	Status	2012	2013	2014	2015	2016
		Payroll	Approved	Time and attendance reporting and pay advice distribution are completed bi-weekly				Time and attendance reporting and pay advice distribution are completed bi-weekly
			Approved	Reimbursement of employee expenses are processed bi-weekly				Reimbursement of employee expenses are processed bi-weekly
			Approved	Benefit changes and employee payroll data updates are processed within 10 business days from date of notification				Benefit changes and employee payroll data updates are processed within 10 business days from date of notification
		Organizational Support	Approved	Organizational charts are revised as required				Organizational charts are revised as required
			Approved	Organizational change approval (OCA) requests are reviewed and processed within 10 business days of receipt				HR Organizational Management eRequests (HOMeR) are reviewed and processed within 10 business days of receipt
			Approved	Staff requisition requests are reviewed and sent for DCM approval within 5-8 days of receipt				Staff requisition requests are reviewed and sent for DCM approval within 5-8 days of receipt
			Approved	Cluster summary of Conferences/seminars is compiled annually for DCM's approval				Cluster summary of Conferences/seminars is compiled annually for DCM's approval
Organizational Management Consulting			Approved	Project specific				Project specific

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Finance & Administration.

Service Performance

Efficiency Measure – Effectiveness Measure -% of Accounts Analysis/Reconciliation completed monthly



- Tracking of actual data for completed accounts analysis/reconciliation began since 2014.
- In 2014, Finance & Administration completed 88% of accounts analysis/reconciliation monthly.
- Finance & Administration staff will strive for 90% in 2015 towards a goal of 94% in 2017/18.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Executive Leadership	1,055.3	1,077.7		1,077.7	22.3	2.1%		**1,077.7**	22.3	2.1%	(21.5)	(2.0%)	3.4	0.3%
Financial Management & Program Support	1,565.8	1,526.2		1,526.2	(39.6)	(2.5%)		**1,526.2**	(39.6)	(2.5%)	(4.4)	(0.3%)	11.0	0.7%
F&A-Organizational Management Consulting	284.9	292.0		292.0	7.1	2.5%		**292.0**	7.1	2.5%	(0.0)	(0.0%)	2.2	0.8%
Total Gross Exp.	2,906.0	2,895.9		2,895.9	(10.1)	(0.3%)		**2,895.9**	(10.1)	(0.3%)	(26.0)	(0.9%)	16.6	0.6%
REVENUE														
Executive Leadership	186.3	202.1		202.1	15.8	8.5%		**202.1**	15.8	8.5%	2.6	1.3%	3.6	1.7%
Financial Management & Program Support														
F&A-Organizational Management Consulting														
Total Revenues	186.3	202.1		202.1	15.8	8.5%		**202.1**	15.8	8.5%	2.6	1.3%	3.6	1.7%
NET EXP.														
Executive Leadership	869.0	875.6		875.6	6.6	0.8%		**875.6**	6.6	0.8%	(24.1)	(2.8%)	(0.2)	(0.0%)
Financial Management & Program Support	1,565.8	1,526.2		1,526.2	(39.6)	(2.5%)		**1,526.2**	(39.6)	(2.5%)	(4.4)	(0.3%)	11.0	0.7%
F&A-Organizational Management Consulting	284.9	292.0		292.0	7.1	2.5%		**292.0**	7.1	2.5%	(0.0)	(0.0%)	2.2	0.8%
Total Net Exp.	2,719.7	2,693.8		2,693.8	(25.9)	(1.0%)		**2,693.8**	(25.9)	(1.0%)	(28.6)	(1.1%)	13.0	0.5%
Approved Positions	20.0	20.0		20.0				**20.0**						

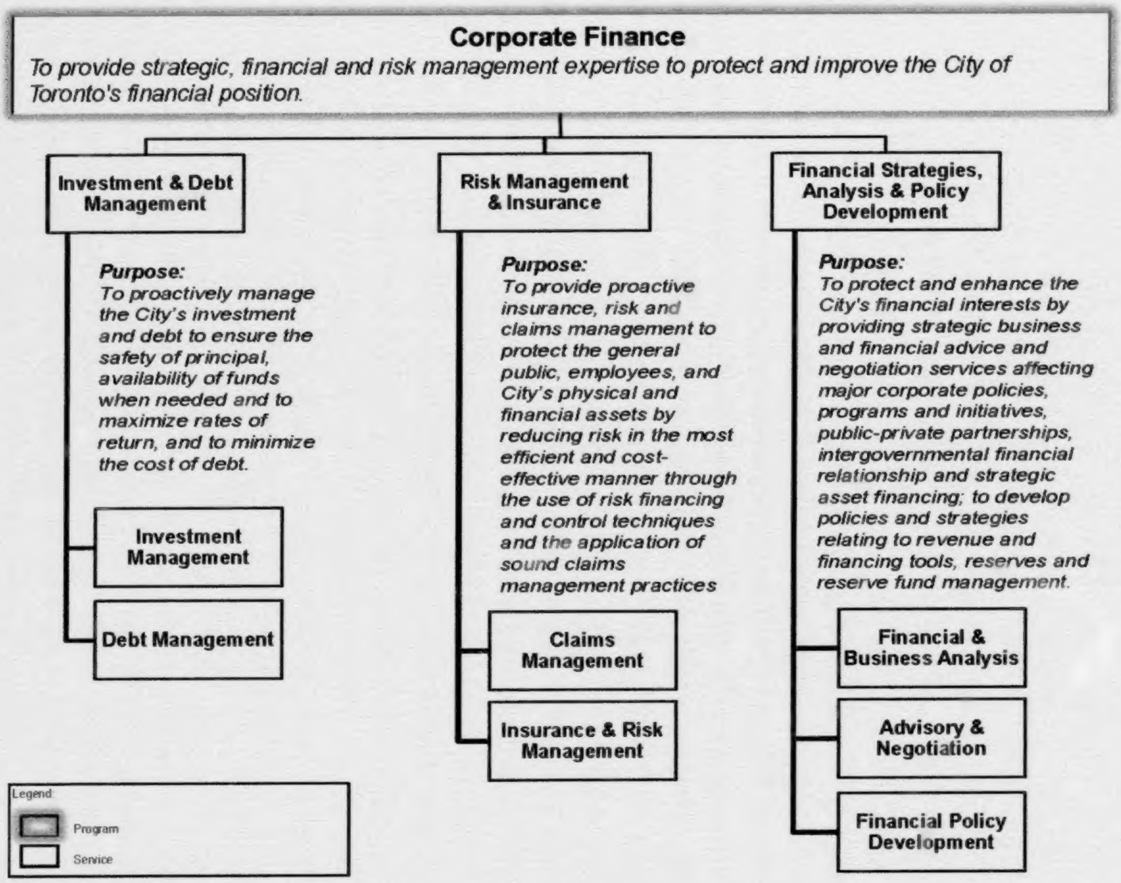
Finance & Administration provide financial management and program support, and organization management consulting to Internal Service programs, so that they can focus on the delivery of quality financial and shared services to other programs, city council and the public.

Finance & Administration's 2016 Operating Budget of $2.896 million gross and $2.693 million net is $0.026 million or 1.0% under the 2015 Net Budget.

Base pressures of $0.027 million in Finance & Administration result from salary and benefit increases relating to progression pay and step that have been fully offset from a decrease in inter-divisional charges from Internal Audit in the amount of $0.030 million.

Expenditures have been further reduced by $0.023 million in line by line savings following a review of recent spending and consideration of future requirements.

Corporate Finance



Corporate Finance

To provide strategic, financial and risk management expertise to protect and improve the City of Toronto's financial position.

Investment & Debt Management

Purpose:
To proactively manage the City's investment and debt to ensure the safety of principal, availability of funds when needed and to maximize rates of return, and to minimize the cost of debt.

- **Investment Management**
- **Debt Management**

Risk Management & Insurance

Purpose:
To provide proactive insurance, risk and claims management to protect the general public, employees, and City's physical and financial assets by reducing risk in the most efficient and cost-effective manner through the use of risk financing and control techniques and the application of sound claims management practices

- **Claims Management**
- **Insurance & Risk Management**

Financial Strategies, Analysis & Policy Development

Purpose:
To protect and enhance the City's financial interests by providing strategic business and financial advice and negotiation services affecting major corporate policies, programs and initiatives, public-private partnerships, intergovernmental financial relationship and strategic asset financing; to develop policies and strategies relating to revenue and financing tools, reserves and reserve fund management.

- **Financial & Business Analysis**
- **Advisory & Negotiation**
- **Financial Policy Development**

Legend

▨ Program

☐ Service

Service Customer

Investment & Debt Management
- Corporation
- Divisions
- Agencies
- Owned Subsidiaries
- Pension Funds
- Investment Advisory Committee

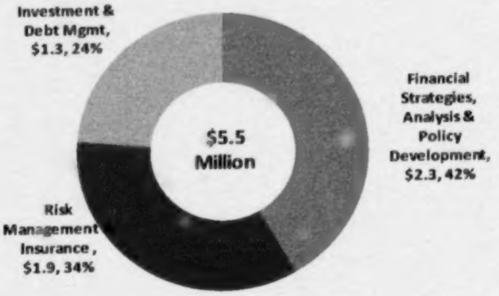
Risk Management & Insurance
- Claimants
- Insured Employees & Councillors
- Corporation
- Divisions
- Agencies (except Toronto Transit Commission, Toronto Community Housing Corporation, Toronto Parking Authority)

Financial Strategies, Analysis & Policy Development
- Council
- Mayor
- Divisions
- Agencies including Toronto Hydro, Toronto Community Housing Corporation, Toronto Portlands Corporation, Build Toronto, Invest Toronto
- Other orders of Government
- Public
- City Affiliated organizations

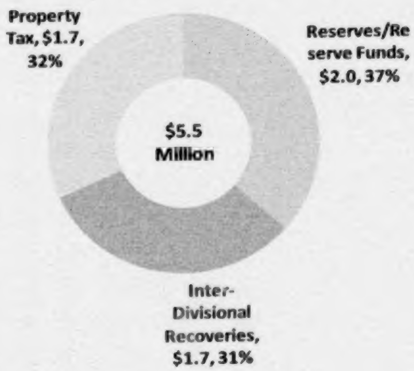
What We Do

Provide strategic, financial and risk management expertise to protect and improve the City of Toronto's financial position.

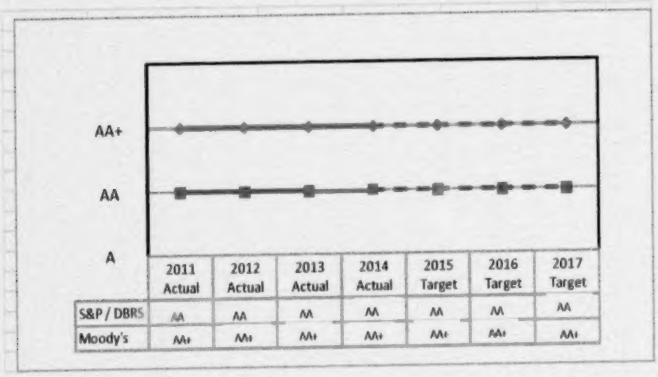
2016 Service Budget by Activity ($M)



Service by Funding Source ($M)



City of Toronto Credit Rating



	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target
S&P / DBRS	AA	AA	AA	AA	AA	AA	AA
Moody's	AA+	AA+	AA+	AA+	AA+	AA+	AA+

- The City's credit rating has maintained a stable outlook during difficult economic times due to:
  - Toronto's wealthy and diversified economy, low debt burden, very positive liquidity ad positive financial management.
  - Interest rate spreads remain stable in relation to the underlying Province of Ontario bonds and in relation to other municipalities.
  - The City has strong credit ratings of AA+ from Moody's, and AA from Standard and Poor's and DBRS.
  - These excellent ratings reflect the expectation that the City's economy will continue to generate taxable assessment growth.

2016 Service Levels

Corporate Finance

Service Level	Activity	Type	Sub-Type	Service Levels				
				2012	2013	2014	2015	2016
Investment and Debt Management	Investment Management	Money Market Funds		Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held				Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held
		Sinking Funds		Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held				Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held
		Bond Funds		Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held				Available funds are invested in either the money market or bond funds based on management's assessment of the duration for which the investments should be held
		City Owned Subsidiaries		Shareholder oversight/review of financial performance of Government Business Enterprises (Toronto Portland Corp., Invest Toronto, Build Toronto, Toronto Community Housing Corp, Toronto Hydro Corporation, and Toronto Parking Authority) as reported in financial statements and business plans, and implemented through shareholder directions		Shareholder oversight review of City Government Business Enterprises. Summaries of quarterly statements and subsidiary statements as available to CFO; Business Plans to CFO & CMO; Annual Financial Statements as attachment to CMO annual shareholder reports.	Shareholder oversight review of City Government Business Enterprises. Summaries of quarterly statements and subsidiary statements as available to CFO; Business Plans to CFO & CMO; Annual Financial Statements as attachment to CMO annual shareholder reports.	Shareholder oversight review of City Government Business Enterprises. Summaries of quarterly statements and subsidiary statements as available to CFO; Business Plans to CFO & CMO; Annual Financial Statements as attachment to CMO annual shareholder reports.
		Investment strategy for owned subsidiaries		Enwave Energy Corp sale process	Asset monetization strategy review			Asset monetization strategy review
	Debt Management	Debentures		Interest rates and issuings spreads change on a daily basis based on capital market conditions. Credit ratings are generally assessed and issued once per year				Interest rates and issuings spreads change on a daily basis based on capital market conditions. Credit ratings are generally assessed and issued once per year
		Loans		none				none
		Third party loan or line of credit agreements executed		Financial performance of recipient organizations is assessed at least annually, but more frequently if information is available or issues are identified	Work with Facilities and programs to update energy finance policies in respect of Sustainable Energy Funds and internal (recoverable) loans for positive present value projects.	Provide corporate oversight		Provide corporate oversight
		Debt strategy for owned subsidiaries		resolved in a timely manner and effort required is directly related to complexity of issue being resolved	into updaiting of sharholder directions for THC and TCHC; develop and get Council approval of dividend	into updaiting of sharholder directions for THC and TCHC; develop and get Council approval of dividend	Develop and get Council approval of dividend policies for BT and TPLC.	Develop and get Council approval of dividend policies for BT and TPLC.
		Credit Rating					Maintain existing credit ratings from the three credit rating agencies with the possibility of increasing the rating.	Maintain existing credit ratings from the three credit rating agencies with the possibility of increasing the rating.
		Investor Relations					Attend 3 investor conferences, give presentations and meet upon request with investors.	Attend 3 investor conferences, give presentations and meet upon request with investors.

Service Level	Activity	Type	Sub-Type	Service Levels 2012	2013	2014	2015	2016
Risk Management and Insurance	Claims Management	Claims Management – General Liability		Claimants notified within 2 weeks. Resolution of claims is often outside of City control and timing can range from a matter of days to several years where there is litigation or complicating factors		Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.		Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.
		Claims Management – Other Coverage		Claimants notified within 2 weeks. Resolution of claims is often outside of City control and timing can range from a matter of days to several years where there is litigation or complicating factors		Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.		Claimants acknowledged upon receipt by City Clerk's Office via return email or Canada Post. City divisions return claim reports to adjuster within 30 days of receipt of request. Claim resolution timing is variable.
	Claims Management	Insurance ~ Risk Financing – insurance policies, self insured funding		Coverage through external insurers is contracted annually and supplements internally funded levels. Deductible levels are approved by City Council and the upside limit of policy coverages are secured through the insurance markets and approved by Council.				Coverage through external insurers is contracted annually and supplements internally funded levels. Deductible levels are approved by City Council and the upside limit of policy coverages are secured through the insurance markets and approved by Council.
		Insurance ~ Insurance Consulting		In accordance with each contract being reviewed				In accordance with each contract being reviewed
		Insurance ~ Performance Bonds		In accordance with each issue being reviewed				In accordance with each issue being reviewed
		Risk Management ~ Consultation and Advice		In accordance with each issue being reviewed				In accordance with each issue being reviewed
		Risk Management ~ Strategies and Policies		In accordance with each issue being reviewed				In accordance with each issue being reviewed
		Risk Management ~ Letters of Credit		In accordance with each security being reviewed				In accordance with each security being reviewed
	Financial and Business Analysis	Business Analysis ~ Major purchases and contract review	Cost sharing, fiscal arrangements	Comments provided within 48 hours for most documents. Each document is reviewed at the level of detail required based on its size and complexity. Turnaround times are generally established in consultation with the client divisions				Comments provided within 48 hours for most documents. Each document is reviewed at the level of detail required based on its size and complexity. Turnaround times are generally established in consultation with the client divisions
		Business Analysis ~ Revenue and economic competitiveness	Revenue sharing	Reports prepared in accordance with Council Committee deadlines		Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges.		Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges.
		Business Analysis ~ RFP/RFQ evaluation		In accordance with each bid being reviewed				In accordance with each bid being reviewed
		Major City-Building Initiatives		Delivered within negotiated timelines 100% of Time			Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process	Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process

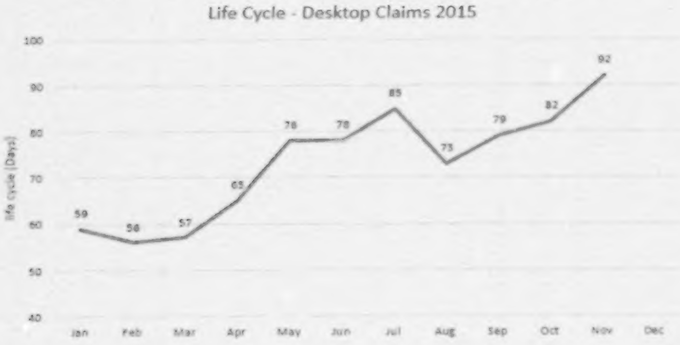
Service Level	Activity	Type	Sub-Type	Service Levels				
				2012	2013	2014	2015	2016
Financial Strategies, Analysis and Policy Development		Public-Private partnerships		Lead/support P3 screening for applications for Federal P3 funding on time minimizing capital costs and optimizing Federal contributions				Lead/support P3 screening for Federal P3 funding on time minimizing capital costs and optimizing Federal contributions potentially solid waste, transportation infrastructure
		Asset Optimizing and Financing		Delivered within negotiated timelines 100% of Time				Delivered within negoitated timelines 100% of time
		Real Estate/ Land Development Transactions		Delivered within negotiated timelines 100% of Time			Responses are concluded as quickly as possible taking into consideration the nature of the request and time involved, along with the consideration of other priorities	Responses are concluded as quickly as possible taking into consideration the nature of the request and time involved, along with the consideration of other priorities
	Advisory and Negotiation	Financial Advisory/Strategy ~ Long Term financial planning	Funding programs	Reports and presentations prepared in accordance with Council Committee deadlines and the timing of the budget process			Monitor and provide support for funding arrangements for social housing funding and transit	Monitor and provide support for funding arrangements for social housing funding and transit. Update the City's Long Term Financial Plan
		Financial Advisory/Strategy ~ Project Management and Capital Financing					Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process
		Financial Advisory/Strategy ~ finance analysis and advice		Delivered within negotiated timelines 100% of Time				Delivered within negoitated timelines 100% of time
		Financial Advisory/Strategy ~ Negotiating Intergovernmental financing agreements					Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process
		Financial Advisory/Strategy ~ Monitoring, compliance review and administration of intergovernmental funding agreements		Per turnaround, reporting and other requirements of each agreement		Monitor and provide support for influencing and adapting to legislative changes related to Provincial Municipal Financial Service Delivery Review (PMFSDR) uploads and other funding arrangements (gas tax, etc.)	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process	Analysis completed and reports prepared and signed by Committee deadline in accordance with budget process
		Financial Advisory/Strategy ~ Review of financial implications and opportunities re regulatory and legislative amendments		Monitor and provide support for influencing legislative changes related to City of Toronto Act, esp MLTT, Government Business Enterprises			Monitor and work with Solid Waste Management to review the rates and their implications as necessary. Monitor and provide support for influencing and adapting to legislative changes related to Build Toronto regulations, social housing funding and Metrolinx allocation of revenues	Monitor and work with Solid Waste Management to review the rates and their implications as necessary. Monitor and provide support for influencing and adapting to legislative changes related to Build Toronto regulations, social housing funding and Metrolinx allocation of revenues
	Financial Policy Development	Financial Policy ~ City of Toronto Act Taxes		Service levels dependent on source of report required, e.g. Council may request certain policy changes, with specified deadlines		Provide advice on regard to application of Part X tax authorities re bag fee, MLTT, and new Metrolinx/transit funding initiatives.		Provide advice on regard to application of Part X tax authorities re bag fee, MLTT, and new Metrolinx/transit funding initiatives.

Service Level	Activity	Type	Sub-Type	Service Levels				
				2012	2013	2014	2015	2016
Financial Strategies, Analysis and Policy Development		Financial Policy ~ Municipal Land Transfer Tax		Monitor situation and provide support as required for Municipal Land Transfer Tax administration and policy changes				Monitor situation and provide support as required for Municipal Land Transfer Tax administration and policy changes
		Financial Policy ~ Property tax	Service agreement negotiations	Reported to Committee in accordance with their deadlines and in conjunction		On going review of Property policy.	As required for each new reserve fund and in accordance with Committee schedules and deadlines	As required for each new reserve fund and in accordance with Committee schedules and deadlines
		Financial Policy ~ Water rate	Investment financial oversight	Analysis completed and reports prepared and signed by		Ongoing review of City's business competitiveness, including		Ongoing review of City's business competitiveness, including consideration of property taxes, water rates, and other fees and charges.
		Financial Policy ~ Garbage Rate	Public private partnerships	Analysis completed and reports prepared and signed by Committee deadline in accordance with		Monitor and work with Solid Waste Management to review the rates and their implications as necessary.	Provide assistance and advice to internal and external clients on timely basis 100% of the time	Provide assistance and advice to internal and external clients on timely basis 100% of the time
		Financial Policy ~ Capital financing	Right of way contributions	Report submitted as part of budget approval process to seek Council authority for borrowing requirements		Monitor telecomm right of way legal initiatives in regard to charging for access to City rights of way.	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time
		Financial Policy ~ Reserve Funding		As required for each new reserve fund and in accordance with Committee schedules and deadlines			Meeting agenda closing deadlines 100% of the time	Meeting agenda closing deadlines 100% of the time
		Intergovernmental funding, cost allocation and legislative frameworks					Meeting agenda closing deadlines 100% of the time	Meeting agenda closing deadlines 100% of the time
		Development Financine					Delivered within negotiated timelines 100% of the time	Delivered within negotiated timelines 100% of the time
		Development Charge By-law	Background Study & By-law	Reviewed and updated every 5 years (scheduled 2012-13); amendments to the by-law in the interim if necessary		Bring forward updated City wide background study and revised by-law for Council consideration and adoption.	Bring forward area specific background study and revised by-law for Scarborough transit and port lands area	Bring forward area specific background study and revised by-law for port lands area
			Administration & Implementation	Provide assistance and advice to internal and external clients on timely 100% of the time			Delivered within negotiated timelines 100% of the time. On-going discussion and negotiations with Province regarding legislative reform	Delivered within negotiated timelines 100% of the time. On-going discussion and negotiations with Province regarding legislative reform
			Capital Financing	Reviews and recommendations provided in accordance with budget process guidelines 100% of the time				Reviews and recommendations provided in accordance with budget process guidelines 100% of the time
			Reporting	Meeting agenda closing deadlines 100% of the time			Delivered within negotiated timelines 100% of the time	Delivered within negotiated timelines 100% of the time
		Capital Financing Tools		On-going discussion and negotiations with Province to implement a Tax Increment Financing; City comments and responses provided to Province within negotiated timelines 100% of the time			Delivered within negotiated timelines 100% of the time	Delivered within negotiated timelines 100% of the time

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

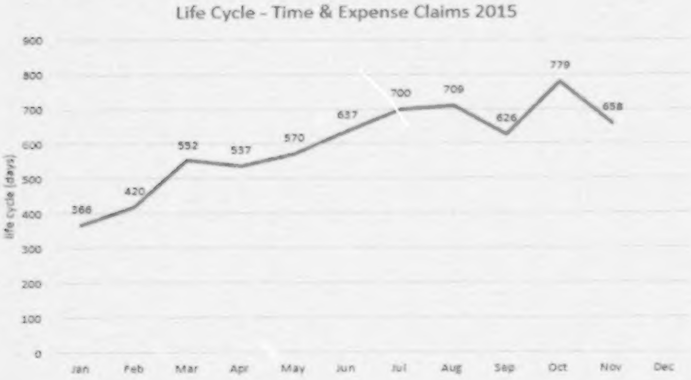
Service Performance

Output Measure – Life Cycle Desktop Claims



- Desktop Claims are adjusted by telephone and are generally of lower complexity or dollar value.
- The Life Cycle represents the average monthly number of days it takes to close a Desktop Claim.
- IRM objective is to complete Desktop Claims in under 90 days.

Efficiency Measure – Life Cycle –Time & Expense Claims



- Time & Expense Claims are typically bodily injury and property damage claims of higher complexity and dollar value.
- The Life Cycle represents the average monthly number of days it takes to close a Time & Expense Claim.
- These claims take on average approximately 2 years to close.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Investment & Debt Management	1,297.3	1,373.8	(6.5)	1,367.3	70.0	5.4%		**1,367.3**	70.0	5.4%	35.6	2.6%	3.4	0.2%
Risk Management & Insurance	1,849.6	1,863.0		1,863.0	13.4	0.7%		**1,863.0**	13.4	0.7%	(5.9)	(0.3%)	7.2	0.4%
Financial Strategies, Analysis & Policy Development	2,334.0	2,239.3	59.8	2,299.1	(34.9)	(1.5%)		**2,299.1**	(34.9)	(1.5%)	(20.8)	(0.9%)	7.0	0.3%
Total Gross Exp.	5,480.9	5,476.1	53.3	5,529.4	48.5	0.9%		**5,529.4**	48.5	0.9%	8.9	0.2%	17.6	0.3%
REVENUE														
Investment & Debt Management	1,279.9	1,367.1	(30.8)	1,336.3	56.4	4.4%		**1,336.3**	56.4	4.4%	29.3	2.2%	0.8	0.1%
Risk Management & Insurance	1,902.5	1,936.7		1,936.7	34.2	1.8%		**1,936.7**	34.2	1.8%	(3.7)	(0.2%)	6.9	0.4%
Financial Strategies, Analysis & Policy Development	532.3	515.6	2.5	518.1	(14.2)	(2.7%)		**518.1**	(14.2)	(2.7%)	9.8	1.9%	0.8	0.2%
Total Revenues	3,714.7	3,819.4	(28.3)	3,791.1	76.4	2.1%		**3,791.1**	76.4	2.1%	35.4	0.9%	8.5	0.2%
NET EXP.														
Investment & Debt Management	17.4	6.7	24.3	31.0	13.6	78.1%		**31.0**	13.6	78.1%	6.3	20.3%	2.6	7.0%
Risk Management & Insurance	(52.9)	(73.7)		(73.7)	(20.8)	39.3%		**(73.7)**	(20.8)	39.3%	(2.2)	3.0%	0.3	(0.4%)
Financial Strategies, Analysis & Policy Development	1,801.7	1,723.7	57.3	1,781.0	(20.7)	(1.1%)		**1,781.0**	(20.7)	(1.1%)	(30.6)	(1.7%)	6.2	0.4%
Total Net Exp.	1,766.2	1,656.7	81.6	1,738.3	(27.9)	(1.6%)		**1,738.3**	(27.9)	(1.6%)	(26.5)	(1.5%)	9.1	0.5%
Approved Positions	38.0	38.0	(1.0)	37.0	(1.0)	(2.6%)		**37.0**	(1.0)	(2.6%)				

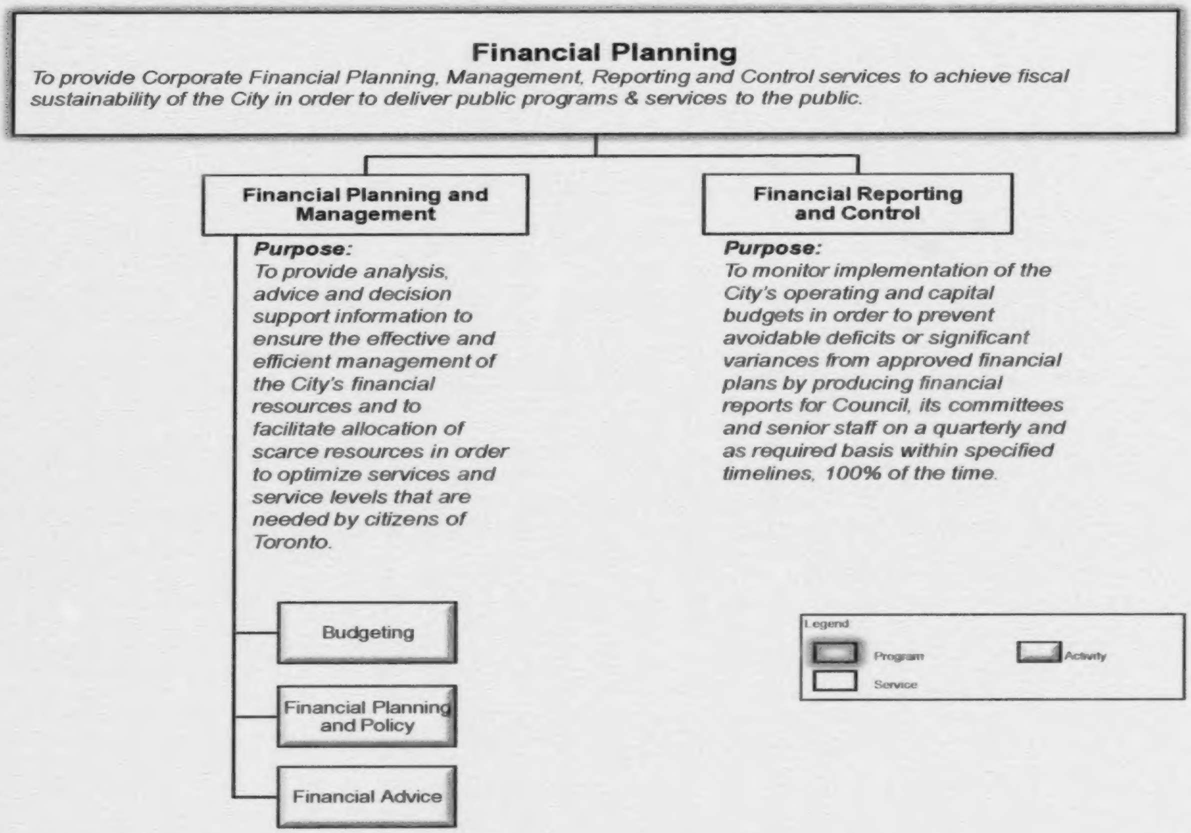
Corporate Finance provides corporate strategic, financial and risk management expertise to protect and improve the City of Toronto's financial position.

The Corporate Finance's 2016 Operating Budget of $5.529 million gross and $1.738 million net is $0.028 million or 1.6% under the 2015 Net Budget.

Base budget pressures in Corporate Finance are primarily due to the reduction of capital recoveries from TTC reflecting the reduced level of support required on the Scarborough and Spadina Subway extension projects.

In order to offset the above pressures, the 2016 Operating Budget for Corporate Finance includes $0.067 million in efficiency savings identified. A review of four positions within this service resulted in a combination of responsibilities and the deletion of a vacant position.

Financial Planning



Financial Planning

To provide Corporate Financial Planning, Management, Reporting and Control services to achieve fiscal sustainability of the City in order to deliver public programs & services to the public.

Financial Planning and Management

Purpose:
To provide analysis, advice and decision support information to ensure the effective and efficient management of the City's financial resources and to facilitate allocation of scarce resources in order to optimize services and service levels that are needed by citizens of Toronto.

Financial Reporting and Control

Purpose:
To monitor implementation of the City's operating and capital budgets in order to prevent avoidable deficits or significant variances from approved financial plans by producing financial reports for Council, its committees and senior staff on a quarterly and as required basis within specified timelines, 100% of the time.

Service Customer

Financial Planning and Management

- Corporation
- Taxpayer/Stakeholders (Bond rating Agencies, etc.)

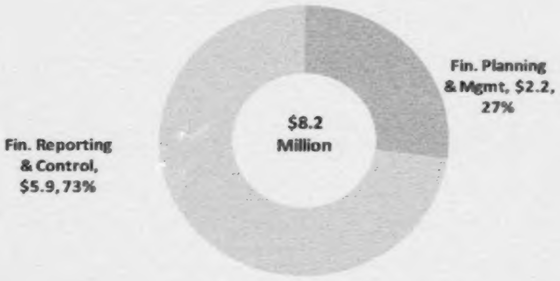
Financial Reporting and Control

- Corporation
- Taxpayer/Stakeholders (Bond rating Agencies, etc.)

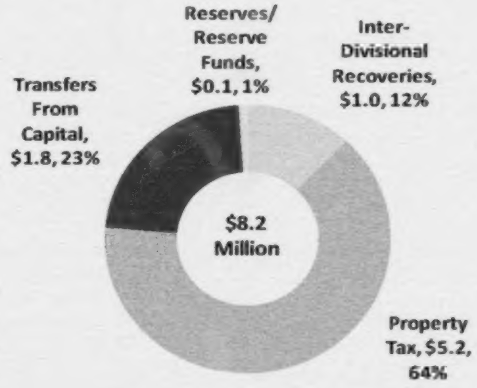
What We Do

To provide Corporate Financial Planning, Management, Reporting and Control services to achieve fiscal sustainability of the City in order to deliver programs and services to the public.

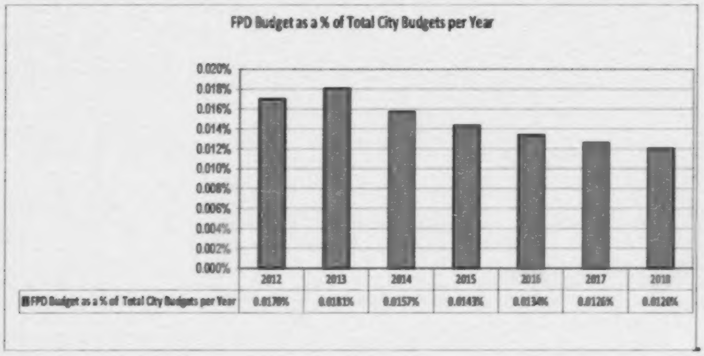
2016 Service Budget by Activity ($M)



Service by Funding Source ($M)



FPD Operating Budget as a % of Total City Operating and Capital Budget & Plan



- In 2015, Financial Planning Division's Net Operating Budget was 0.0143% of the City's Total Operating and Capital Budgets.
- The cost of providing financial planning services in relation to the City's overall Operating and Capital Budgets has declined in each year since 2013.
- As the size of the City's budget continues to grow and the inherent financial issues associated with service and capital related matter become more complex, the Financial Planning Division will be challenged to maintain its quality of service delivery.
- It is anticipated that these costs will continue to decline in future years through continued efficient management of resources.

2016 Service Levels

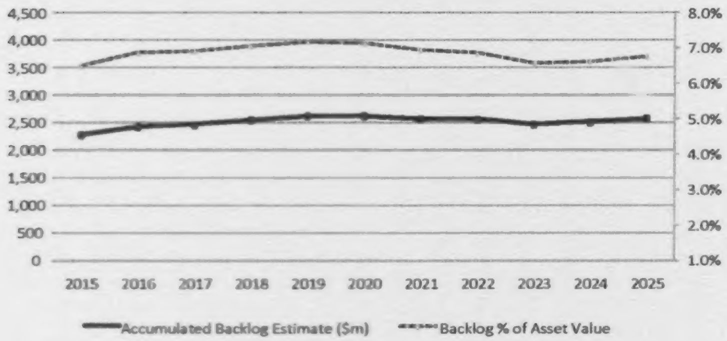
Financial Planning

Activity	Type	Sub-Type	Approved Service Levels					
			2011	2012	2013	2014	2015	2016
Budgeting	Operating	Analysis/ Recommendation provided	Balanced Operating budget approved annually by end of year		Balanced Operating Budget approved annually in accordance with Council's mandates within the first month of the fiscal year.			Balanced Operating Budget approved annually in accordance with Council's mandates within the first month of the fiscal year.
		Decision Support	Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time					Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time
		Process Management	Process updated and delivered 6 weeks in advance of submission guidelines					Process updated and delivered 6 weeks in advance of submission guidelines
	Capital	Analysis/ Recommendation provided	A recommended Capital budget and plan, annually, in accordance with Council's mandates		A recommended Capital budget and plan, annually, in accordance with council's mandates within the first month of the fiscal			A recommended Capital budget and plan, annually, in accordance with Council's mandates within the first month of the fiscal year.
		Decision Support	Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time					Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time
		Process Management	Process updated and delivered 6 weeks in advance of submission guidelines					Process updated and delivered 6 weeks in advance of submission guidelines
Financial Advice	Decision Support	Reports	Meeting agenda closing deadlines 100% of the time					Meeting agenda closing deadlines 100% of the time
		Council Support	Meeting agenda closing deadlines 100% of the time					Meeting agenda closing deadlines 100% of the time
		Initiatives	Meeting agenda closing deadlines 100% of the time					Meeting agenda closing deadlines 100% of the time
		Issues Management	Responses released within prescribed timelines 100% of the time					Responses released within prescribed timelines 100% of the time
	State of Financial	Issues Management	Responses released within prescribed timelines 100% of the time					Responses released within prescribed timelines 100% of the time
		Intergovernmental	Provided necessary information to support negotiated stance, 100% of the time					Provided necessary information to support negotiated stance, 100% of the time
		Stakeholder Relations (Media/ Council/ Public)	Responses released within prescribed timelines 100% of the time					Responses released within prescribed timelines 100% of the time
Financial Planning and Policy	Service Planning	Analysis/ Recommendation provided	A recommended Service Plan annually by end of year, in accordance with council's priorities and directions					A recommended Service Plan annually by end of year, in accordance with council's priorities and directions
		Decision Support	Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time					Released at least 24 hours for notes and 7 days for Reports, prior to council / committee meeting, 100% of the time
		Process Management	Process updated and delivered 6 weeks in advance of submission guidelines					Process updated and delivered 6 weeks in advance of submission guidelines
	Program/ Service Review	Analysis/ Recommendation provided	Analysis provided within (turnaround time) 100% of the time					Analysis provided within (turnaround time) 100% of the time
		Decision Support	Inquiries addressed/ Responses released within prescribed timelines 100% of the time					Inquiries addressed/ Responses released within prescribed timelines 100% of the time
		Process Management	Process updated and delivered 6 weeks in advance of submission guidelines					Process updated and delivered 6 weeks in advance of submission guidelines
	Policy Development and Review		Review policies once per year, 100% of the time					Review policies once per year, 100% of the time
	Budget Monitoring & Control	Operating - Variance	Quarterly within 45 days of quarterly closing					Quarterly within 45 days of quarterly closing
		Capital - Variance	Quarterly within 45 days of quarterly closing					Quarterly within 45 days of quarterly closing
		Ad hoc (request)	Responses released within prescribed timelines 100% of the time					Responses released within prescribed timelines 100% of the time
		Active Monitoring	Once per month					Once per month
		In-Year Adjustments	Operating/ Capital budget adjustment requests reviewed in advance of Agenda closing deadlines 100% of the time					Operating/ Capital budget adjustment requests reviewed in advance of Agenda closing deadlines 100% of the time
	Complement Management Control		Reviewing submitted OCA forms for Financial Implications within 7 days upon receipt from Divisions 75% of the time					**Reviewing submitted Human Resources Organizational Management eRequests for Financial Implications within 7 days upon receipt from Divisions 75% of the time**

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels except for a minor change in the name of the forms reviewed from "OCA" to Human Resources Organizational Management eRequests".

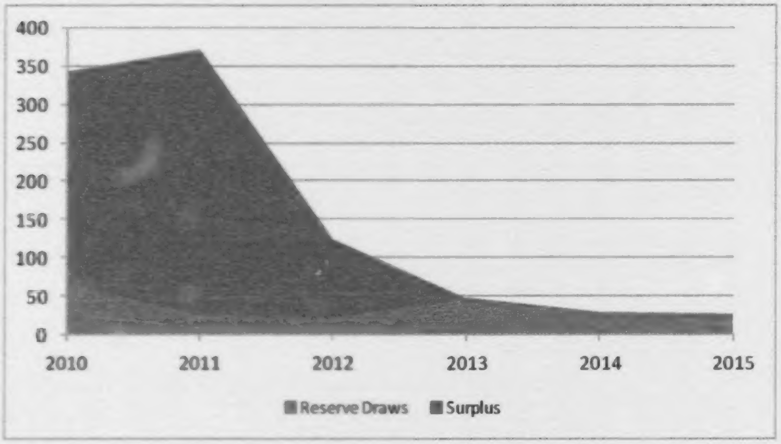
Service Performance

Effectiveness Measure –Impact of Capital Funding on State of Good Repair



- The primary programs with SOGR backlog are: Transportation Services, Facilities Real Estate, Environmental and Energy (FREEE), Toronto Transit Commission (TTC), Toronto and Region Conservation Authority (TRCA), Toronto Public Library, and Parks, Forestry & Recreation.
- IT is projected that at the end of 2016, the SOGR backlog will be $2.169 billion or 89.2% of the $2.432 billion.
- Over the 10 year period, these key Programs with SOGR backlog make up $2.401 billion or 92.9% of the $2.583 billion SOGR backlog by the end of 2025.
- Overall, estimates indicate that the current accumulated Tax Supported SOGR backlog will decrease to some extent from 6.86% of asset value at the end of 2016 to 6.76% of asset value. The decrease is mainly driven by TRCA, Park, Forestry & Recreation, and Other Programs.

Effectiveness Measure –Surplus and One-time Reserves Used to Balance Operating Budget ($Millions)



- The City has made tremendous strides in reducing the use of prior year Surplus and One-time reserves to balance the Operating Budget.
- The use of Non-Recurring Revenue Sources has been dramatically reduced from $343.5 million in 2010 to $25.6 million in 2015.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Financial Planning & Management	5,993.2	5,865.0		5,865.0	(128.2)	(2.1%)	69.0	5,934.0	(59.2)	(1.0%)	(1,050.2)	(17.7%)	76.3	1.6%
Financial Reporting & Control	2,178.5	2,197.0		2,197.0	18.5	0.9%	20.7	2,217.7	39.2	1.8%	(197.4)	(8.9%)	13.0	0.6%
Total Gross Exp.	8,171.7	8,062.0		8,062.0	(109.7)	(1.3%)	89.7	8,151.7	(20.0)	(0.2%)	(1,247.6)	(15.3%)	89.3	1.3%
REVENUE														
Financial Planning & Management	2,371.4	2,319.2		2,319.2	(52.2)	(2.2%)	69.0	2,388.2	16.8	0.7%	(1,248.8)	(52.3%)	0.9	0.1%
Financial Reporting & Control	508.3	501.9		501.9	(6.4)	(1.3%)	20.7	522.6	14.3	2.8%	(246.8)	(47.2%)	0.2	0.1%
Total Revenues	2,879.7	2,821.1		2,821.1	(58.6)	(2.0%)	89.7	2,910.8	31.1	1.1%	(1,495.6)	(51.4%)	1.1	0.1%
NET EXP.														
Financial Planning & Management	3,621.8	3,545.8		3,545.8	(76.0)	(2.1%)		3,545.8	(76.0)	(2.1%)	198.6	5.6%	75.4	2.0%
Financial Reporting & Control	1,670.2	1,695.2		1,695.2	25.0	1.5%		1,695.2	25.0	1.5%	49.5	2.9%	12.8	0.7%
Total Net Exp.	5,292.0	5,241.0		5,241.0	(51.0)	(1.0%)		5,241.0	(51.0)	(1.0%)	248.1	4.7%	88.2	1.6%
Approved Positions	57.0	57.0		57.0			1.0	58.0	1.0	1.8%	(11.0)	(19.0%)		

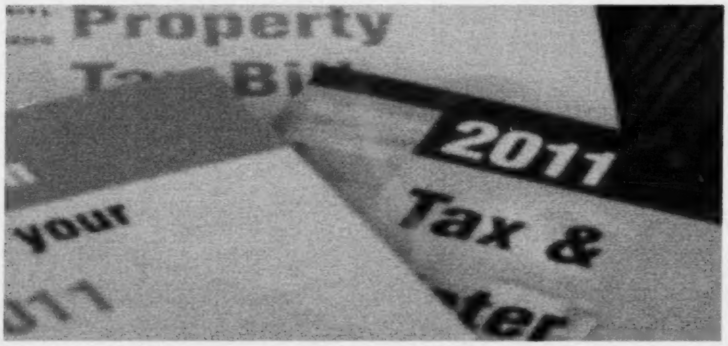
Financial Planning provides comprehensive annual and multi-year financial plans for approval by City Council that outline the cost and financing to deliver City services and its capital infrastructure within the service level standards, affordability targets and priorities established by City Council. This service also provides financial advice, analyses and oversight for all its City partners and council.

Financial Planning's 2016 Operating Budget of $8.152 million gross and $5.241 million net is $0.051 million or 1.0% under the 2015 Net Budget.

There are few changes to the budget for this service in 2016 with the only increased base budget expenditure resulting from $0.004 million in salary and benefit adjustments.

$0.054 million in expenditure reductions have been achieved within Financial Planning through a line by line review and an anticipated 4 month delay in hiring a vacant position.

- The 2016 Operating Budget for Financial Planning also includes funding of $0.090 million gross and $0 million net for a new Financial Analyst position required to support this initiative, with these costs initially offset through additional revenue in the form of recoveries from residual interest available in closed out Section 37 and Section 45 accounts.
  - ➢ Moving forward, this requirement will be funded through a standard clause included in all future community benefit agreements.



Office of the Treasurer

2016 OPERATING BUDGET OVERVIEW

The Treasurer's Office provides a broad range of internal financial and employee services to City Programs, Agencies and Corporations and supports the strategic priorities of Council by delivering four main services: Revenue Services, Accounting Services, Pension, Payroll & Employee Benefits and Purchasing and Materials Management.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $77.775 million gross and $28.998 million net as shown below.

(in $000's)	2015 Budget	2016 Budget	Change $	Change %
Gross Expenditures	76,837.6	77,775.1	937.5	1.2%
Gross Revenues	46,910.0	48,777.5	1,867.5	4.0%
Net Expenditures	**29,927.6**	**28,997.6**	**(930.0)**	**(3.1%)**

For 2016, the Office of the Treasurer identified $0.999 million in opening budget pressures arising mainly from inflationary increases and operating impacts from completed capital projects. These pressures were mainly offset by savings identified through service efficiencies and annualization of user fees approved by Council in 2015.

As a result, the Office of the Treasurer was able to maintain the 2015 level of service while achieving a 3.1% reduction from the 2015 Net Budget.

Fast Facts

- Process over 500,000 invoices annually, paying out in excess of $10 billion to vendors, governments & agencies
- Administer over 786,000 property tax accounts, processing 1.5 million tax bills annually, with revenues of $5.9 billion (City & Education)
- Process 2.35 million parking tickets with revenues of over $100 million
- Administer 50,000 MLTT transactions in excess of $500 million in revenues in 2015.
- Administer 490,000 utility accounts, processing 1.5 million utility bills with revenues of $870 million
- Process 816,000 pay cheques and 94,500 pension cheques
- Manage a $214 million employee benefits plan
- Administer 5 Pre-OMERS Pension Plans with assets of approximately $1.7 billion
- Procure on average $1.5 billion of goods and services per year
- Manage corporate warehouse inventory flow valued at $6.6 million

2016 Operating Budget Highlights

- The 2016 Operating Budget for the Office of the Treasurer of $77.7 million in gross expenditures provides funding for four services, Pension, Payroll & Employee Benefits, Purchasing & Materials Management, Accounting Services and Revenue Services.
- The Program has overachieved the -1% budget target from the 2015 Approved Budget.

2015 Key Service Accomplishments

In 2015, the Office of the Treasurer accomplished the following:

- ✓ Implementation of enhanced employee self-service functionality and, implementation of Manager Self Service functionality to automate payroll business processes through electronic work flow to reduce the reliance on paper and manual processes.
- ✓ Completed the RFP process and commenced the project to implement an updated SAP cross application time keeping system (CATs) and to design and implement a Time Attendance and Scheduling System.
- ✓ Participated in the provincial consultation process for the drafting of the new Regulations to facilitate public sector mergers between Single Employer Sponsored Pension Plans (SEPP) and Joint Sponsored Pension Plans (JSPP). Once the regulations are finalized and released, will finalize the review of a potential implementation of a merger of the City's 5 pre-OMERS Pension Plans with OMERS.
- ✓ Working with the Deputy City Manager and Chief Financial Officer's Office and the Shared Services Project Team on developing a multi-year implementation plan for Shared Services of Procurement to consolidate purchasing with Agencies and Corporations to obtain greater purchasing power as well as increasing service efficiency and effectiveness, and improving customer service.
- ✓ Implemented on-line payments to various City's Accounts Receivable customers.
- ✓ Implemented Corporate Accounts Payable Key Performance Indicators (KPI's) metrics and other relevant reports for client divisions on the accounting intranet web site.
- ✓ Continued to receive the prestigious GFOA Canadian Award for Financial Reporting which recognizes high program standard for Canadian Government Accounting and Financial Reporting for eight (8) consecutive years.
- ✓ Successfully launched online lookup websites for Property Tax, Utility Bills and Parking Tickets, that provide residents a fast, easy and secure way of getting information about their utility and property tax accounts as well as the status of parking tickets. The lookups can be accessed anywhere, anytime, from a PC or mobile device, and will significantly reduce calls to Revenue's Call Centre by making account information and information on parking ticket status available to property owners and drivers on a 24/7 basis.

Our Service Deliverables for 2016

The Office of the Treasurer provides effective financial and employee services to City Programs, Agencies and Corporations within a complex and highly legislated environment.

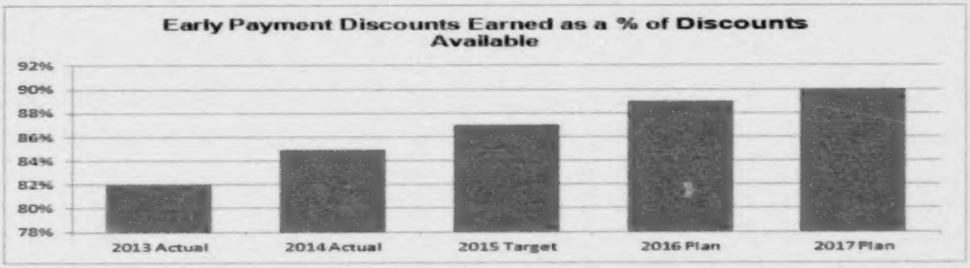
Changing customer demographics have increased demand for automation and access through voice, internet and social media while maintaining traditional modes of access for an aging customer base.

The 2016 Operating Budget will improve efficiency and effectiveness through:

- Continuing upgrades to Payroll Systems & Technology Platforms such as *Employee Self Service Portal/Management Self Service Portal (ESS/MSS)* and the *SAP timekeeping application (CATS).*
- Implementing a *Time, Attendance and Scheduling System (TASS)* for the City and its agencies.
- Continuing development of self-service electronic delivery options, such as On-line Look-up for Utility and Property Tax Accounts; on-line ordering of property tax and utility certificates, on-line look up service for parking ticket court dates and parking ticket status.
- Continue to automate Accounts Payable, banking and accounts receivable processes to improve process efficiencies, and provide better service to Programs, customers, and vendors.
- Modernize the supply chain management technology.

Trends

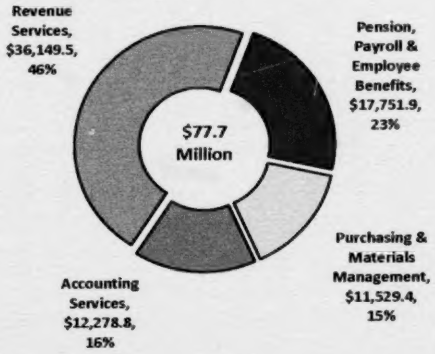
- Discounts of $1.2 million were captured in 2014. Early payment discounts in 2015 have increased by $0.1 million from 2014.
- City Programs continue to work with vendors to capitalize on early payment discount opportunities resulting in an increased capture rate for discounts.
- Discounts of $0.099 million captured to September 30, 2015.



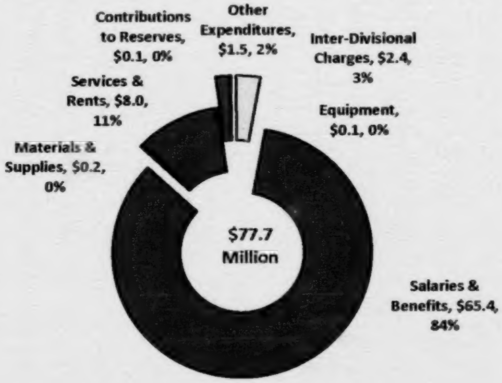
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

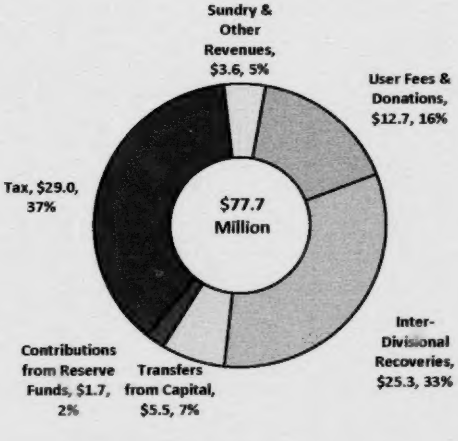


2016 Budget by Expenditure Category



Where the money comes from:

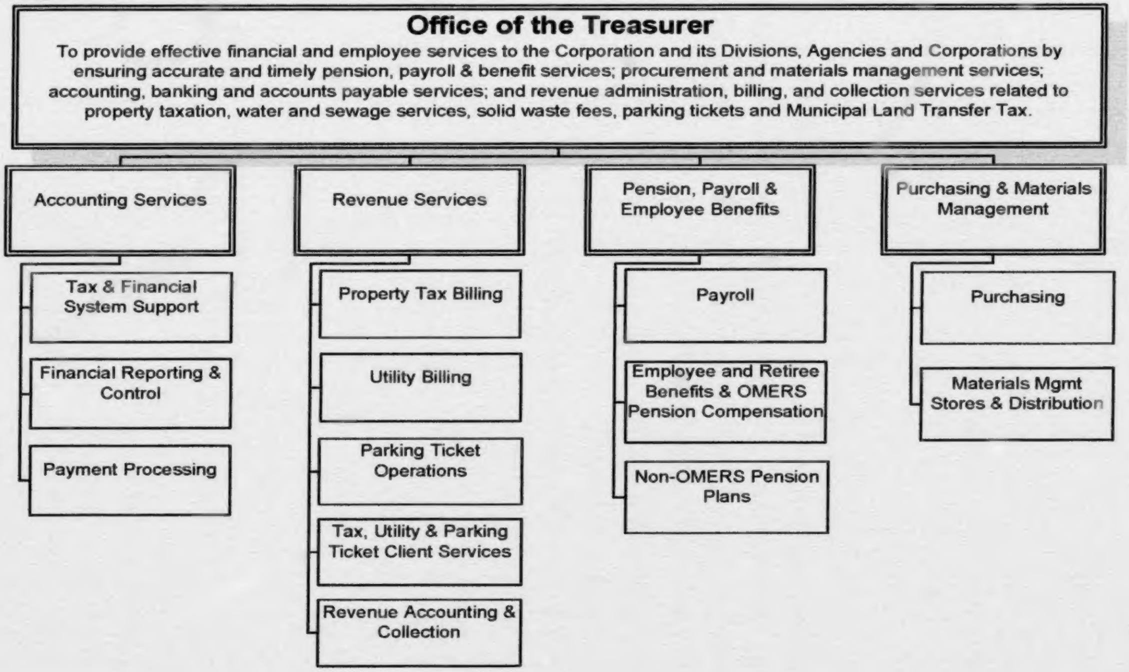
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- Continuing to transform business processes that impact across the organization in order to improve efficiency and customer service through:
    - ✓ Modernizing technology in all areas of the Treasurer's Office
    - ✓ Implementing the Purchasing and Materials Management Program Review
- Operating in a complex and highly legislated environment:
    - ✓ Emerging legislative changes including upcoming Comprehensive Economic Trade Agreement
    - ✓ Property tax legislation
    - ✓ Harmonized sales tax and commodity tax legislation
    - ✓ Payroll and pension legislation
    - ✓ Resource constraints, lack of capacity to address corporate or specific Division initiatives
    - ✓ Collective bargaining agreement limitations
- Dealing with changing customer demographics:
    - ✓ Increased demand for automation and access through voice, internet, social media
    - ✓ Continuing demand from an aging customer base, via traditional modes
- Integrating Property tax and utility calls with the 311 call centre.

Program Map



Office of the Treasurer

To provide effective financial and employee services to the Corporation and its Divisions, Agencies and Corporations by ensuring accurate and timely pension, payroll & benefit services; procurement and materials management services; accounting, banking and accounts payable services; and revenue administration, billing, and collection services related to property taxation, water and sewage services, solid waste fees, parking tickets and Municipal Land Transfer Tax.

Accounting Services
Tax & Financial System Support
Financial Reporting & Control
Payment Processing
Revenue Services
Property Tax Billing
Utility Billing
Parking Ticket Operations
Tax, Utility & Parking Ticket Client Services
Revenue Accounting & Collection
Pension, Payroll & Employee Benefits
Payroll
Employee and Retiree Benefits & OMERS Pension Compensation
Non-OMERS Pension Plans
Purchasing & Materials Management
Purchasing
Materials Mgmt Stores & Distribution

Table 1

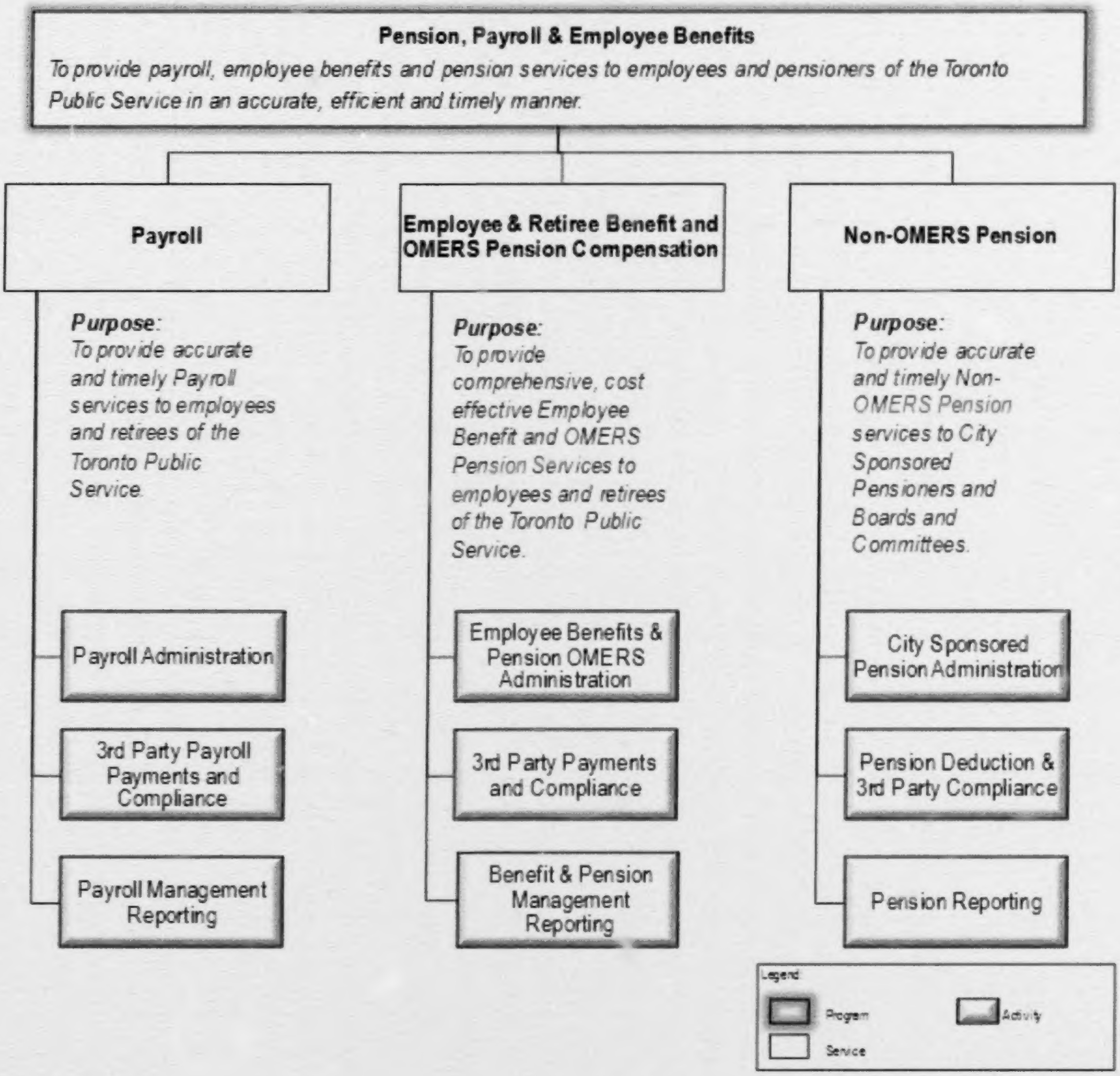
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Pension, Payroll and Employee Benefits											
Gross Expenditures	16,673.1	14,028.0	17,751.9		17,751.9	1,078.8	6.5%	(956.8)	(5.4%)	136.1	0.8%
Revenue	5,269.4	2,191.3	5,997.4		5,997.4	728.0	13.8%	(726.9)	(12.1%)		
Net Expenditures	11,403.7	11,836.7	11,754.5		11,754.5	350.8	3.1%	(229.9)	(2.0%)	136.1	1.2%
Purchasing & Materials Management											
Gross Expenditures	11,325.4	10,209.2	11,529.4	65.5	11,594.9	269.5	2.4%	538.8	4.6%	104.9	0.9%
Revenue	3,847.1	2,823.4	3,983.0	32.8	4,015.8	168.7	4.4%	12.4	0.3%	1.5	0.0%
Net Expenditures	7,478.3	7,385.8	7,546.3	32.7	7,579.0	100.8	1.3%	526.4	6.9%	103.4	1.3%
Accounting Services											
Gross Expenditures	12,590.2	11,882.8	12,278.8		12,278.8	(311.4)	(2.5%)	(16.6)	(0.1%)	91.5	0.7%
Revenue	2,331.3	2,405.0	2,423.0		2,423.0	91.7	3.9%				
Net Expenditures	10,258.9	9,477.8	9,855.8		9,855.8	(403.1)	(3.9%)	(16.6)	(0.2%)	91.5	0.9%
Revenue Service											
Gross Expenditures	36,248.9	34,077.2	36,149.5		36,149.5	(99.4)	(0.3%)	201.4	0.6%	245.8	0.7%
Revenue	35,462.2	33,722.6	36,341.3		36,341.3	879.1	2.5%	90.9		53.5	0.1%
Net Expenditures	786.7	354.6	(191.8)		(191.8)	(978.5)	(124.4%)	110.5	(57.6%)	192.3	(236.5%)
Total											
Gross Expenditures	76,837.6	70,197.2	77,709.6	65.5	77,775.1	937.5	1.2%	(233.2)	(0.3%)	578.3	0.7%
Revenue	46,910.0	41,142.3	48,744.7	32.8	48,777.5	1,867.5	4.0%	(623.6)	(1.3%)	55.0	0.1%
Total Net Expenditures	29,927.6	29,054.9	28,964.9	32.7	28,997.6	(930.0)	(3.1%)	390.4	1.3%	523.3	1.8%
Approved Positions	735.0	711.0	723.2	1.0	724.2	(10.8)	(1.5%)	2.0	0.3%		

The Office of the Treasurer's 2016 Operating Budget is $77.775 million gross and $28.998 million net, representing a 3.1% decrease to the 2015 Net Operating Budget, exceeds the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to known salary adjustments, annualization of positions approved in 2015 and operating impacts from completed capital projects.
- The above increases were offset by user fee inflationary rate increases, increased budgeted revenues and recovery of dedicated salary costs from other City Programs.
- To help further offset the initial pressures, the Program was able to achieve savings through line by line review of expenditures and service efficiency savings from the deletion of 14.8 positions.
- Approval of the 2016 Operating Budget will result in the Office of the Treasurer reducing its total staff complement by 10.8 positions from 735 to 724.2.
- The 2017 and 2018 Plan increases are mainly attributable to inflationary cost increases for progression pay, step and fringe benefits totaling $0.390 million and $0.523 million respectively.

Pension, Payroll & Employee Benefits



Pension, Payroll & Employee Benefits

To provide payroll, employee benefits and pension services to employees and pensioners of the Toronto Public Service in an accurate, efficient and timely manner.

Payroll

Purpose:
To provide accurate and timely Payroll services to employees and retirees of the Toronto Public Service.

- Payroll Administration
- 3rd Party Payroll Payments and Compliance
- Payroll Management Reporting

Employee & Retiree Benefit and OMERS Pension Compensation

Purpose:
To provide comprehensive, cost effective Employee Benefit and OMERS Pension Services to employees and retirees of the Toronto Public Service.

- Employee Benefits & Pension OMERS Administration
- 3rd Party Payments and Compliance
- Benefit & Pension Management Reporting

Non-OMERS Pension

Purpose:
To provide accurate and timely Non-OMERS Pension services to City Sponsored Pensioners and Boards and Committees.

- City Sponsored Pension Administration
- Pension Deduction & 3rd Party Compliance
- Pension Reporting

Service Customer

Payroll

- City Divisions
- Elected Officials
- City of Toronto Employees

Employee Retiree Benefits and OMERS Pension Compensation

- City Divisions
- Elected Officials
- City of Toronto Employees
- City of Toronto Retired Employees

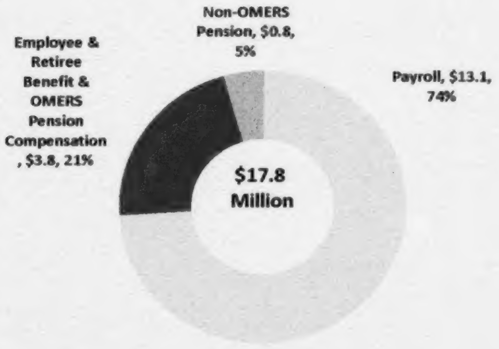
Non – OMERS Pension

- City of Toronto retired employees
- Elected Officials
- Non-OMERS Pension Boards & Committees

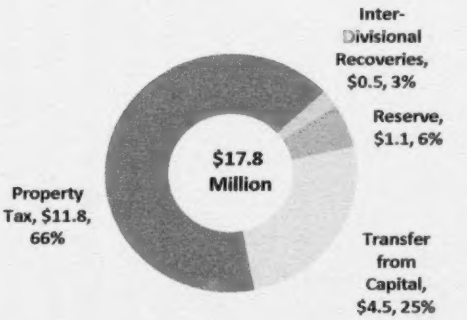
What we do

Pension, Payroll & Employee Benefits provides accurate and timely pension, payroll and benefits services to employees and pensioners by processing the City's payroll and maintaining accurate employee information; administering the various City pension and benefit plans; processing the City's pension payroll and maintaining accurate pensioner information; and providing information and responding to inquiries from city employees regarding pension, payroll and benefits.

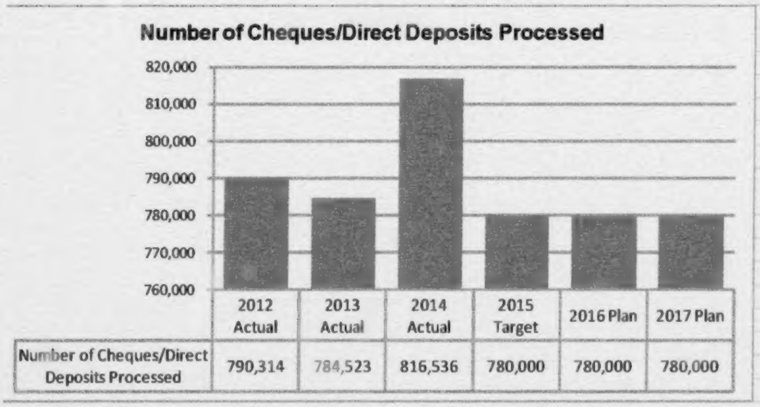
2016 Service Budget by Activity ($Million)



Service by Funding Source ($Million)



Number of Cheques/Direct Deposits Processed



	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Plan	2017 Plan
Number of Cheques/Direct Deposits Processed	790,314	784,523	816,536	780,000	780,000	780,000

- The level of cheques issued is expected to stabilize onward from 2015 as divisions meet budget requirements.
- The increase in 2014 is due to 27 pay periods.

2016 Service Levels

Pension, Payroll & Employees Benefits

			Service Levels				
Activity	Type	Status	2012	2013	2014	2015	2016
Payroll Administration		Approved	Payroll cheque/ direct deposit / statements are made available to all employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual				
		Actual		100%	100%	100%	
3rd Party Payroll Payments & Compliance		Approved	Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy				
		Actual		100%	100%	100%	
Payroll Management Reporting		Approved	Payroll reports will be made available to management within 2 days of the pay date with 100% accuracy. Payroll cheque/ direct deposit / statements are made available to employees by the close of business day on scheduled paydays 100% of the time, with a minimal number of manual adjustments.				
		Actual		100%	100%	100%	
Employee Benefits & OMERS Pension Administration		Approved	Provide accurate benefit plans to full time active employees and retirees				
		Actual		100%	100%	100%	
Benefit & Pension 3rd Party Payments & Compliance		Approved	Provided accurate 3rd party payments on time by due date 100% of the time with 100% accuracy				
		Actual		100%	100%	100%	
Benefit & Pension Management Reporting		Approved	Bi-weekly reports will be made available to management within 2 days of the pay date, with 100% accuracy. Monthly reports will be made available to management by the end of the following month, with 100% accuracy.				
		Actual		100%	100%	100%	100%
City Sponsored Pension Administration	The Toronto Civic Employees'	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month				
		Actual		100%	100%	100%	
	Toronto Fire Department Superannuation and Benefit	Approved	Produce an accurate bi-monthly pension or spousal pension on the first and fifteenth day of each and every month				
		Actual		100%	100%	100%	
	Metropolitan Toronto Pension Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month				
		Actual		100%	100%	100%	
	Metropolitan Toronto Police Benefit Plan	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month				
		Actual		100%	100%	100%	100%
	The Corporation of the City of York Employee	Approved	Produce an accurate monthly pension or spousal pension on the first business day of each and every month				
		Actual		100%	100%	100%	
Pension Deduction & 3rd Party Compliance		Approved	Meet all regulatory filing requirements by prescribed dates				
		Actual		100%	100%	100%	
Pension Reporting		Approved	Financial statements filed by prescribed date (June 30)				
		Actual		100%	100%	100%	

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Table 2

2016 Service Budget by Activity

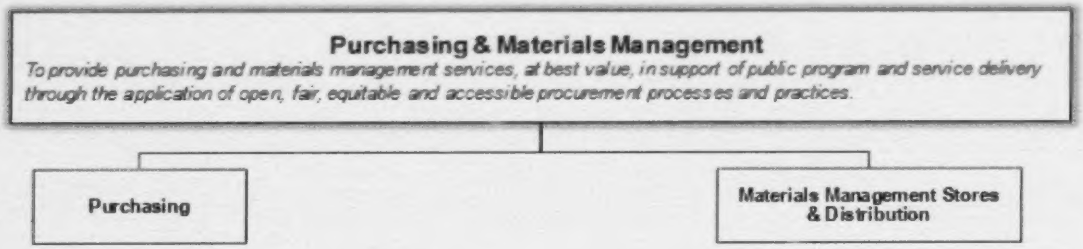
($000s)	2015	2016 Operating Budget							2016 Budget vs. 2015 Budget		Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget			2017 Plan		2018 Plan	
	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Payroll	12,053.0	13,148.2	(47.1)	13,101.1	1,048.1	8.7%		**13,101.1**	1,048.1	8.7%	(965.6)	(7.4%)	100.8	0.8%
Employee & Retiree Benefit & OMERS Pension Compensation	3,779.1	3,885.1	(73.4)	3,811.7	32.6	0.9%		**3,811.7**	32.6	0.9%	8.8	0.2%	29.2	0.8%
Non-Omers Pension	841.0	854.9	(15.8)	839.1	(1.9)	(0.2%)		**839.1**	(1.9)	(0.2%)			6.1	0.7%
Total Gross Exp.	16,673.1	17,888.2	(136.3)	17,751.9	1,078.8	6.5%		**17,751.9**	1,078.8	6.5%	(956.8)	(5.4%)	136.1	0.8%
REVENUE														
Payroll	5,158.7	5,886.7		5,886.7	728.0	14.1%		**5,886.7**	728.0	14.1%	(726.9)	(12.3%)		
Employee & Retiree Benefit & OMERS Pension Compensation	110.7	110.7		110.7				**110.7**						
Non-Omers Pension														
Total Revenues	5,269.4	5,997.4		5,997.4	728.0	13.8%		**5,997.4**	728.0	13.8%	(726.9)	(12.1%)		
NET EXP.														
Payroll	6,894.3	7,261.5	(47.1)	7,214.4	320.1	4.6%		**7,214.4**	320.1	4.6%	(238.7)	(3.3%)	100.8	1.4%
Employee & Retiree Benefit & OMERS Pension Compensation	3,668.4	3,774.4	(73.4)	3,701.0	32.6	0.9%		**3,701.0**	32.6	0.9%	8.8	0.2%	29.2	0.8%
Non-Omers Pension	841.0	854.9	(15.8)	839.1	(1.9)	(0.2%)		**839.1**	(1.9)	(0.2%)	8.8	1.0%	29.2	3.4%
Total Net Exp.	11,403.7	11,890.8	(136.3)	11,754.5	350.8	3.1%		**11,754.5**	350.8	.1%	(229.9)	(2.0%)	136.1	1.2%
Approved Positions	167.0	169.0	(2.0)	167.0				**167.0**			1.0	0.6%		

Pension, Payroll & Employee Benefits' 2016 Operating Budget of $17.752 million gross and $11.754 million net is $0.351 million or 3.1% over the 2015 Net Budget.

Base budget pressures in Pension, Payroll & Employee Benefits are primarily due to 4 new positions for the sustainment of the Cross Application Time Sheets (CATS)/Time, Attendance & Scheduling System (TASS) capital projects in the amount of $0.311 million and progression pay and step increases.

- Expenditures have been further reduced by $0.010 million in line by line savings following a review of spending and consideration of future requirements and deletion of two vacant positions with savings of $0.136 million and minimal service impacts for a total of $0.146 million in reduced expenditures.

Purchasing & Materials Management



Purchasing & Materials Management

To provide purchasing and materials management services, at best value, in support of public program and service delivery through the application of open, fair, equitable and accessible procurement processes and practices.

Purchasing

Materials Management Stores & Distribution

Purpose:
To provide purchasing services at best value in support of public programs and service delivery through the application of open, fair, equitable and accessible procurement processes and practices.

Purpose:
To provide materials management and warehousing services in support of public programs and service delivery.

Legend
▨ Program
☐ Service

Service Customer

Purchasing

- City Divisions
- Designated ABC's
    - Toronto Atmospheric Fund (TAF)
    - Exhibition Place
    - Toronto Police
    - TTC
- Suppliers

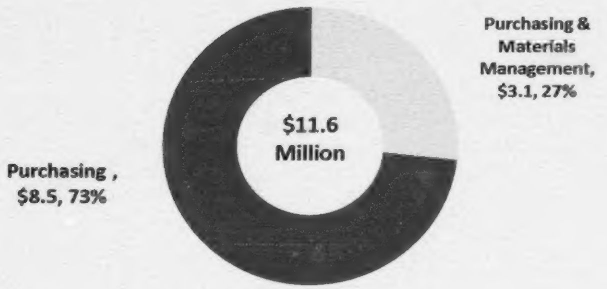
Materials Management Stores & Distribution

- City Divisions
- Designated ABC's
    - Toronto Police
    - Toronto Library
    - Association of Community Centres (AOCCs)
    - Arenas Board
    - Exhibition Place

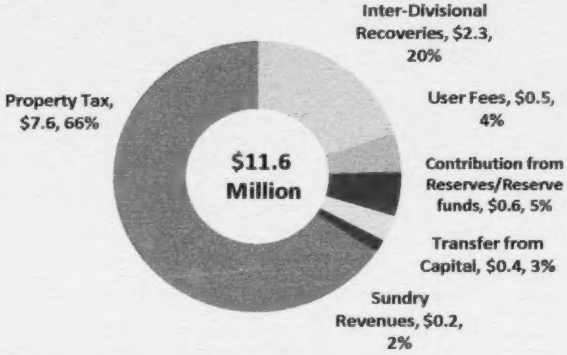
What we do

Supports the City's programs and services in achieving best value for money through the application of open, fair, and equitable procurement and materials management practices / services.

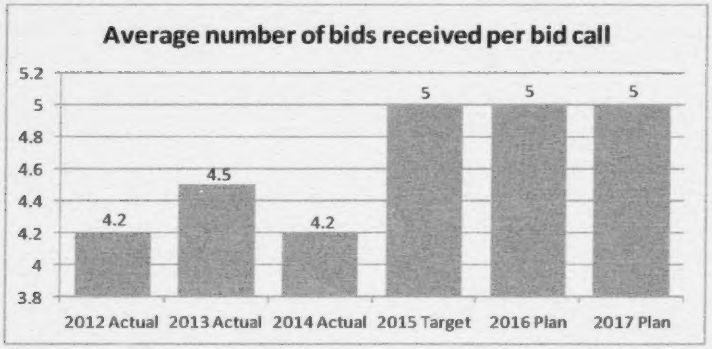
2016 Service Budget by Activity ($Million)



Service by Funding Source ($Million)



Efficiency Measure-Average Number of Bids Received per Bid Call



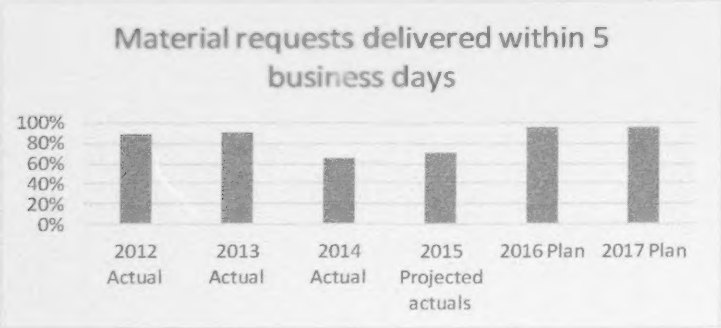
- PMMD has set a target of receiving an average of 5 responses per call.
- Actuals for the average number of bids received per call is at 4.3 as at August 30, 2015.
- PMMD is exploring ways to reach the target of an average of 5 responses per call, including potentially a new call document distribution system to allow for electronic submissions for city procurements and other enhancements.

2016 Service Levels

Purchasing & Materials Management

			Service Levels				
Activity	**Type**	**Status**	**2012**	**2013**	**2014**	**2015**	**2016**
Purchasing & Materials Management	General Inquiries & Interpretation of Policies & Procedures	Approved	100% of inquiries responded to within 48 hours	100% of inquiries responded to within 48 hours	100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day	100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day	100% of inquiries acknowledged and/or actioned (where feasible) within one (1) business day
		Actual	Not Available	Not Available	100%	100%	
	Online Call Document Distribution	Approved	To provide vendors with 24/7 online access 100% of the time				
		Actual	Not Available	Not Available	Not Available	100%	
	Non-Competitive Procurement	Approved	100% compliance with Council Policy on Sole Source				
		Actual	99.8%	99.9%	99.9%	100%	
	Call Documents	Approved	Issuing within 2-5 days from time of receipt of final approved document 100% of time				
		Actual	81%	82%	90%	100%	
Materials Management Stores & Distribution	Operational Supplies	Approved	Material requests issued and delivered within 5 calendar days	Material requests issued and delivered within 7 calendar days	Material requests issued and delivered within 7 calendar days	Material requests issued and delivered within 5 business days	Material requests issued and delivered within 5 business days
		Actual	89.3%	88.5%	90%	95%	
	MSDS (Materials Safety Data Sheet)	Approved	Providing city staff with 24/7 online access 100% of the time				
		Actual	100%	100%	100%	100%	
	Stores Catalogue	Approved	Providing 24/7 online access to Catalogue details current to one business day 100% of the time				
		Actual	100%	100%	100%	100%	
	Inventory	Approved	Turn inventory value at rate of 5 times per year	Turn inventory value at rate of 5 times per year	Turn inventory value at rate of 4.5 times per year	Turn inventory value at rate of 4.25 times per year	Turn inventory value at rate of 4.25 times per year
		Actual	5.8	3.82	4	4.25	

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels



- In 2012 & 2013, approximately 90% of materials were delivered within 5 business days. This was in line with previous year's performance.
- A decrease in 2014 to 65% was as a result of a number of causes including taking on a considerable amount of new business which increased the demand on the 2 couriers and 2 delivery trucks; instances of truck breakdowns and regularly scheduled maintenance putting trucks out of service; and transition to the new warehouse.
- The target for 2015 is 95% and the actuals as of November are 66%. This was due to the transition into the warehouse taking longer and the process to fill a courier position took longer than anticipated. Third courier will be hired January 2016.

Table 2
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Materials Management Stores & Distribution	3,052.9	3,023.0		3,023.0	(29.9)	(1.0%)	65.5	3,088.5	35.6	1.2%	6.7	0.2%	23.6	0.8%
Purchasing	8,272.4	8,506.5		8,506.5	234.1	2.8%		8,506.5	234.1	2.8%	532.1	6.3%	81.3	0.9%
Total Gross Exp.	11,325.3	11,529.5		11,529.5	204.2	1.8%	65.5	11,595.0	269.7	2.4%	538.8	4.6%	104.9	0.9%
REVENUE														
Materials Management Stores & Distribution	769.0	750.9		750.9	(18.1)	(2.4%)	32.8	783.7	14.7	1.9%				
Purchasing	3,078.0	3,232.2		3,232.2	154.2	5.0%		3,232.2	154.2	5.0%	12.4		1.5	0.0%
Total Revenues	3,847.0	3,983.1		3,983.1	136.1	3.5%	32.8	4,015.9	168.9	4.4%	12.4		1.5	0.0%
NET EXP.														
Materials Management Stores & Distribution	2,283.9	2,272.1		2,272.1	(11.8)	(0.5%)	32.7	2,304.8	20.9	0.9%	6.7	0.3%	23.6	1.0%
Purchasing	5,194.4	5,274.3		5,274.3	79.9	1.5%		5,274.3	79.9	1.5%	519.7	9.9%	79.8	1.4%
Total Net Exp.	7,478.3	7,546.4		7,546.4	68.1	0.9%	32.7	7,579.1	100.8	.3%	526.4	6.9%	103.4	1.3%
Approved Positions	122.0	121.0		121.0	(1.0)	(0.8%)	1.0	122.0			1.0	0.8%		

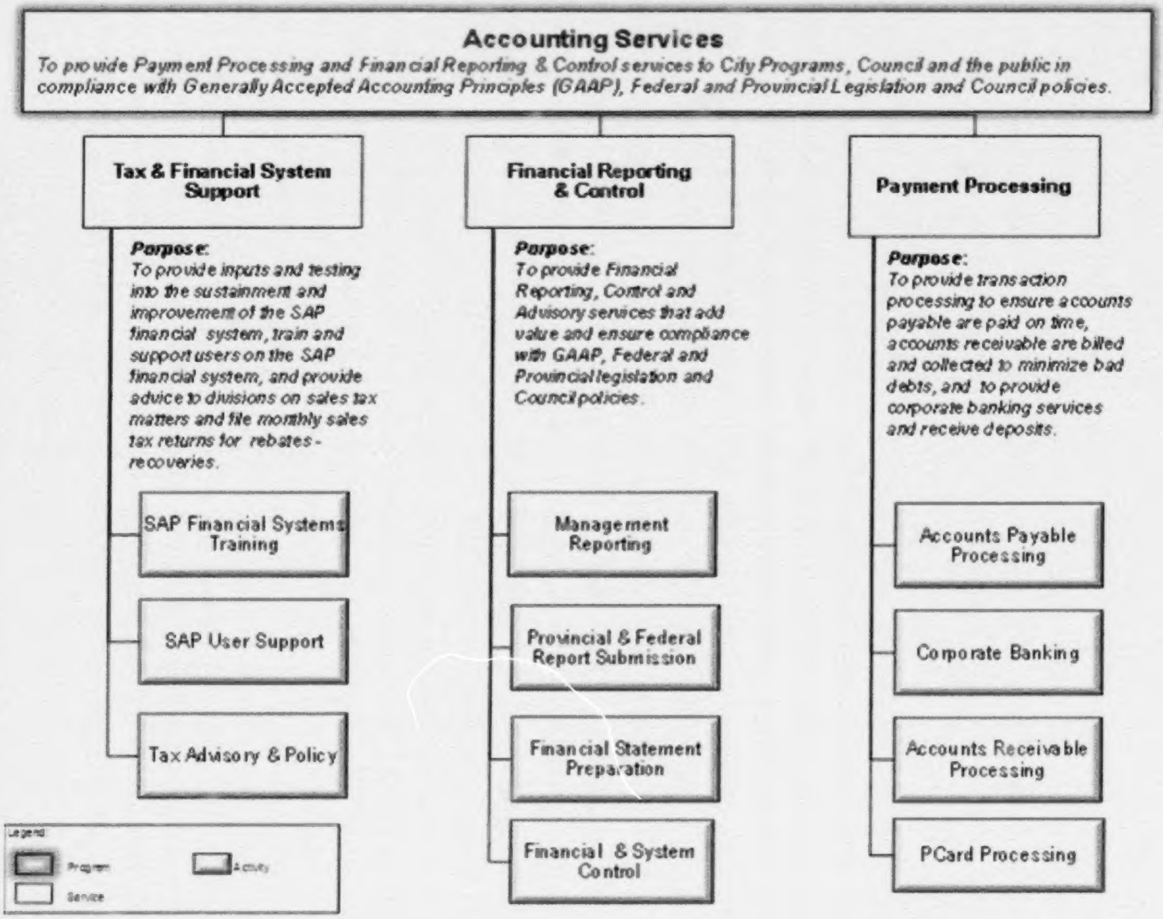
The **Purchasing & Materials Management** Services' 2016 Operating Budget of $11.595 million gross and $7.579 million net is $0.101 million or 1.3% over the 2015 Net Budget.

Base budget pressures in Purchasing & Materials Management are primarily due to annualization of $0.143 million for positions approved in 2015. A net deletion of 1 position resulted in savings of $0.038 million.

Expenditures have been further reduced by $0.024 million in line by line savings following a review of spending and consideration of future requirements.

The 2016 Operating Budget for Purchasing and Materials Management Division (PMMD) includes funding of $0.065 million gross that provides for a Purchasing Coordinator to implement the *Social Procurement Initiative -Poverty Reduction Strategy.* The initiative requires funding for a Purchasing Coordinator position to be cost shared between SDFA and PMMD. The position will ensure that supplier diversity and workforce development is included in the City's procurement practices without compromising operational effectiveness or efficiency.

Accounting Services


Accounting Services
Tax & Financial System Support
Financial Reporting & Control
Payment Processing
SAP Financial Systems Training
SAP User Support
Tax Advisory & Policy
Management Reporting
Provincial & Federal Report Submission
Financial Statement Preparation
Financial & System Control
Accounts Payable Processing
Corporate Banking
Accounts Receivable Processing
PCard Processing
Legend
Program
Activity
Service

Accounting Services

To provide Payment Processing and Financial Reporting & Control services to City Programs, Council and the public in compliance with Generally Accepted Accounting Principles (GAAP), Federal and Provincial Legislation and Council policies.

Tax & Financial System Support

Purpose:
To provide inputs and testing into the sustainment and improvement of the SAP financial system, train and support users on the SAP financial system, and provide advice to divisions on sales tax matters and file monthly sales tax returns for rebates - recoveries.

Financial Reporting & Control

Purpose:
To provide Financial Reporting, Control and Advisory services that add value and ensure compliance with GAAP, Federal and Provincial legislation and Council policies.

Payment Processing

Purpose:
To provide transaction processing to ensure accounts payable are paid on time, accounts receivable are billed and collected to minimize bad debts, and to provide corporate banking services and receive deposits.

Service Customer

Tax & Financial System Support
- City Divisions

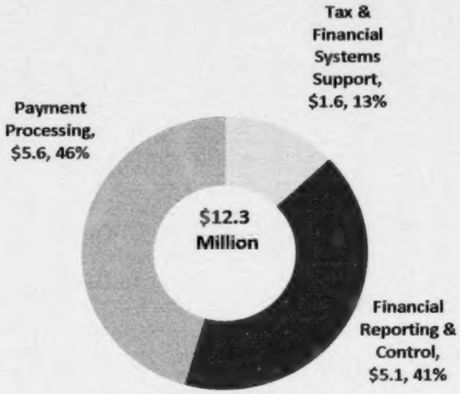
Financial Reporting & Control
- City Divisions
- Agencies

Payment Processing
- City Divisions
- Vendors

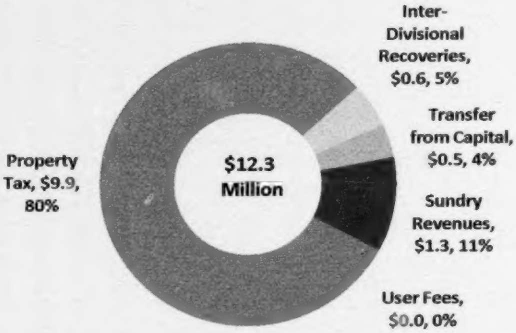
What we do

Provide payment Processing and Financial Reporting & Control services to City Programs, Council and the public in compliance with Generally Accepted Accounting Principles (GAAP), Federal and Provincial Legislation and Council policies.

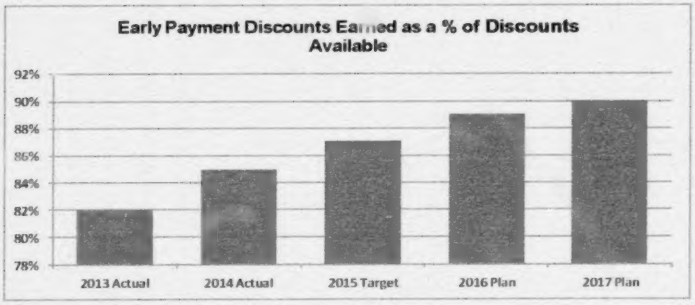
2016 Service Budget by Activity ($Million)



Service by Funding Source ($Million)



Effectiveness Measures- Early Payment Discounts Earned as a % of Discounts Available



- Discounts of $1.2 million were captured in 2014.
- Early payment discounts in 2015 are expected to increase by $0.1 million from 2014. It is anticipated that total discounts earned after the completion of the year end process will be $1.4 million.
- Accounting Services, Purchasing & Materials Management, and other City Divisions continue to work with vendors to capitalize on early payment discount opportunities resulting in an increased capture rate for discounts. Discounts captured to September 30, 2015: $999.816 million.

2016 Service Levels

Accounting Services

Activity	Type		Service Levels				
		Status	2012	2013	2014	2015	2016
Provincial and Federal Reports Submission	OMBI	Approved	Completed by Sept 30				Complete by Sept 30
	Annual Provincial Financial Information Return (FIR)	Approved	Completed by August 31st			Complete by July 31	Complete by July 31
	Infrastructure Funding Reports	Approved	As required				As required
	Toronto York Spadina Subway Extension	Approved	Perform banking services and reporting throughout the year				Perform banking services and reporting throughout the year
	Stats Canada	Approved	Semi-annually				Semi-annually
Financial Statement Preparation	Annual Audited Consolidated Financial Statements	Approved	Complete financial statements with draft audit report prior to June 30th			complete by June 10	Complete by June 10
	Sinking Fund Audited Financial Statements	Approved	Complete financial statements with draft audit report prior to June 30th			complete by June 10	Complete by June 11
	Trust Fund Audited Financial Statements	Approved	Complete financial statements with draft audit report prior to June 30th			complete by June 10	Complete by June 12
Management Reporting	Reserves and Reserve Funds Reports	Approved	Complete Reserves and Reserve Funds reports for submission to BC concurrent with Budget variance reports.				Complete Reserves and Reserve Funds reports for submission to BC concurrent with Budget variance reports.
	Council Remuneration Report	Approved	Complete Council Remuneration Report for submission to EC by March 31			complete by Mar 31	Complete by March 31
	Consulting Report	Approved	Complete Consulting report for submission to GMC by June 30th				Complete Consulting report for submission to GMC by June 30th
	Special reports, e.g. Deposits, G20	Approved	Complete special reports as required				Complete special reports as required.
	Development Charges Report	Approved	Complete Development Charges report for submission to BC by August 31				Complete Development Charges report for submission to BC by August 31
	Semi-annual Treasurer's report	Approved	Complete semi-annual Treasurer's Report for submission to GMC within 90 days				Complete semi-annual Treasurer's Report for submission to GMC within 90 days

Activity	Type	Status	Service Levels				
			2012	2013	2014	2015	2016
Financial and System Control	Capital projects review	Approved	Monthly				Monthly
	Capital projects review	Approved	Quarterly				Quarterly
	Operating review	Approved	Monthly				Monthly
	Journal entries	Approved	99% within 2 business days				99% within 2 business
		Actual	99%	99%	99%	99%	99%
	Policies and procedures request for guidance	Approved	As requested				As requested
	SAP Financial System Security	Approved	As required				As required
	SAP User Administration	Approved	As requested				As requested
	SAP Vendor Master Data maintenance	Approved	As required				As required
	Month end and year end SAP processing	Approved	As scheduled				As scheduled
	Ad hoc reporting	Approved	As required				As required
	Advisory role re accounting controls, reporting and oversight	Approved	Provide advice on all material new areas of concern, prior top implementation, and oversight as requested				Provide advice on all material new areas of concern, prior top implementation, and oversight as requested
	Accounting policy development	Approved	Produce and publish timely, relevant and comprehensive accounting policies on issues, prior to adoption of new standards or practices, as required				Produce and publish timely, relevant and comprehensive accounting policies on issues, prior to adoption of new standards or practices, as required
Corporate Banking	Upload/download of cashed cheques	Approved	Daily				Daily
	confirmation of direct deposits	Approved	Daily				Daily
	Wire / Draft payments	Approved	As required				As required
	eCommerce Processing, POS administration	Approved	Daily				Daily
	Electronic file of chqs	Approved	Daily				Daily
	Exception resolution - Payee Match and others	Approved	Daily				Daily
	Cheque voiding, stale-dating, stop payments & corrections	Approved	Daily				Daily
	RBC Express Administration	Approved	As required				As required
	Bank Reconciliations	Approved	Completed monthly within 30 days				Completed monthly within 30 days
	Inter-bank transfers	Approved	As required				As required
	Cheque verification or certification	Approved	Daily, as requested				Daily, as requested

Activity	Type		Service Levels				
		Status	2012	2013	2014	2015	2016
Accounts Receivable Processing	Payments processed	Approved	100% within 24 hours				100% within 24 hours
	Collection	Approved	70% within 60 days				70% within 60 days
	Write-offs	Approved	Completed throughout the year, prepare report to GMC for April				Completed throughout the year, prepare report to GMC for April
Accounts Payable Processing	A/P Transactions Processed	Approved	90% of payments made within 60 days				
		Actual	90%	87%	88%	90%	
	Discounts desk	Approved	80% of discounts captured				
		Actual	80%	82%	82%	85%	
	Mailroom / Scanned Images	Approved	Daily				Dailly
	Cheques issued	Approved	Cheques printed on a minimum of every Tuesday & Thursday				Cheques printed on a minimum of every Tuesday & Thursday
	Direct deposit payments issued	Approved	Direct Deposits processed a minimum of once per day				Direct Deposits processed a minimum of once per day
	Interface files processing	Approved	Interface files processed within 1 business day of receipt				Interface files processed within 1 business day of receipt
Pcard Processing	Pcard transaction log forms	Approved	Reviewed within 90 days				Reviewed within 90 days
	Pcard Issuance	Approved	Within 10 days of request of card from NBC				Within 10 days of request of card from NBC
	Pcard Compliance Review Forms	Approved	Reviewed within 90 days				Reviewed within 90 days
SAP Financial Systems Training	Classroom Training Sessions	Approved	Classes scheduled based on minimum attendance based on business request				Classes scheduled based on minimum attendance based on business request
	Develop course materials & quick reference guides	Approved	Prior to any Legislative changes.				Prior to any Legislative changes.
SAP User Support	SAP Applications Support (Help desk inquiries)	Approved	Daily, as requested				Daily, as requested
	SAP Applications Support (Help desk inquiries)	Approved	Daily, as requested				Daily, as requested
	SAP System Support - ERP updates tested and applied	Approved	Twice per year, 6 to 8 weeks duration each time				Twice per year, 6 to 8 weeks duration each time
	SAP System Support	Approved	Daily, as requested				Daily, as requested
	SAP System Support	Approved	Daily, as requested				Daily, as requested
	SAP System Support	Approved	Daily, as issues arise				Daily, as issues arise

Activity	Type		Service Levels				
		Status	2012	2013	2014	2015	2016
Tax Advisory & Policy	HST Remittance	Approved	File by mid-month, coincident with Payroll				File by mid-month, coincident with Payroll
	Non-resident withholding tax remittance	Approved	File by mid-month				File by mid-month
	Sales Tax training and updating information on the Accounting Services Website	Approved	As required				As required
	Sales Tax recoveries	Approved	Throughout the year				Throughout the year
	Issuance of donation income tax receipts - City Wide	Approved	Issue Tax Receipts within 4 calendar weeks upon receipt of proper documentation				Issue Tax Receipts within 4 calendar weeks upon receipt of proper documentation
	Provision of sales tax advice	Approved	As requested or required				As requested or required
	Implication of tax changes	Approved	Implement changes to meet the legislated timelines				Implement changes to meet the legislated timelines

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Tax & Financial Systems Support	1,695.8	1,644.9	(80.7)	1,564.2	(131.6)	(7.8%)		**1,564.2**	(131.6)	(7.8%)	10.9	0.7%	44.2	2.8%
Financial Reporting & Control	5,052.8	5,172.6	(44.0)	5,128.6	75.8	1.5%		**5,128.6**	75.8	1.5%	2.8	0.1%	15.7	0.3%
Payment Processing	5,841.6	5,708.2	(122.2)	5,586.0	(255.6)	(4.4%)		**5,586.0**	(255.6)	(4.4%)	(30.3)	(0.5%)	31.6	0.6%
Total Gross Exp.	12,590.2	12,525.7	(246.9)	12,278.8	(311.4)	(2.5%)		**12,278.8**	(311.4)	(2.5%)	(16.6)	(0.1%)	91.5	0.7%
REVENUE														
Tax & Financial Systems Support	445.0	436.2	1.5	437.7	(7.3)	(1.6%)		**437.7**	(7.3)	(1.6%)				
Financial Reporting & Control	393.7	343.7	51.5	395.2	1.5	0.4%		**395.2**	1.5	0.4%				
Payment Processing	1,492.6	1,543.1	47.0	1,590.1	97.5	6.5%		**1,590.1**	97.5	6.5%				
Total Revenues	2,331.3	2,323.0	100.0	2,423.0	91.7	3.9%		**2,423.0**	91.7	3.9%				
NET EXP.														
Tax & Financial Systems Support	1,250.8	1,208.7	(82.2)	1,126.5	(124.3)	(9.9%)		**1,126.5**	(124.3)	(9.9%)	10.9	1.0%	44.2	3.9%
Financial Reporting & Control	4,659.1	4,828.9	(95.5)	4,733.4	74.3	1.6%		**4,733.4**	74.3	1.6%	2.8	0.1%	15.7	0.3%
Payment Processing	4,349.0	4,165.1	(169.2)	3,995.9	(353.1)	(8.1%)		**3,995.9**	(353.1)	(8.1%)	(30.3)	(0.8%)	31.6	0.8%
Total Net Exp.	10,258.9	10,202.7	(346.9)	9,855.8	(403.1)	(3.9%)		**9,855.8**	(403.1)	(3.9%)	(16.6)	(0.2%)	91.5	0.9%
Approved Positions	120.0	120.0	(4.0)	116.0	(4.0)	(3.3%)		**(403.1)**	(4.0)	(3.3%)				

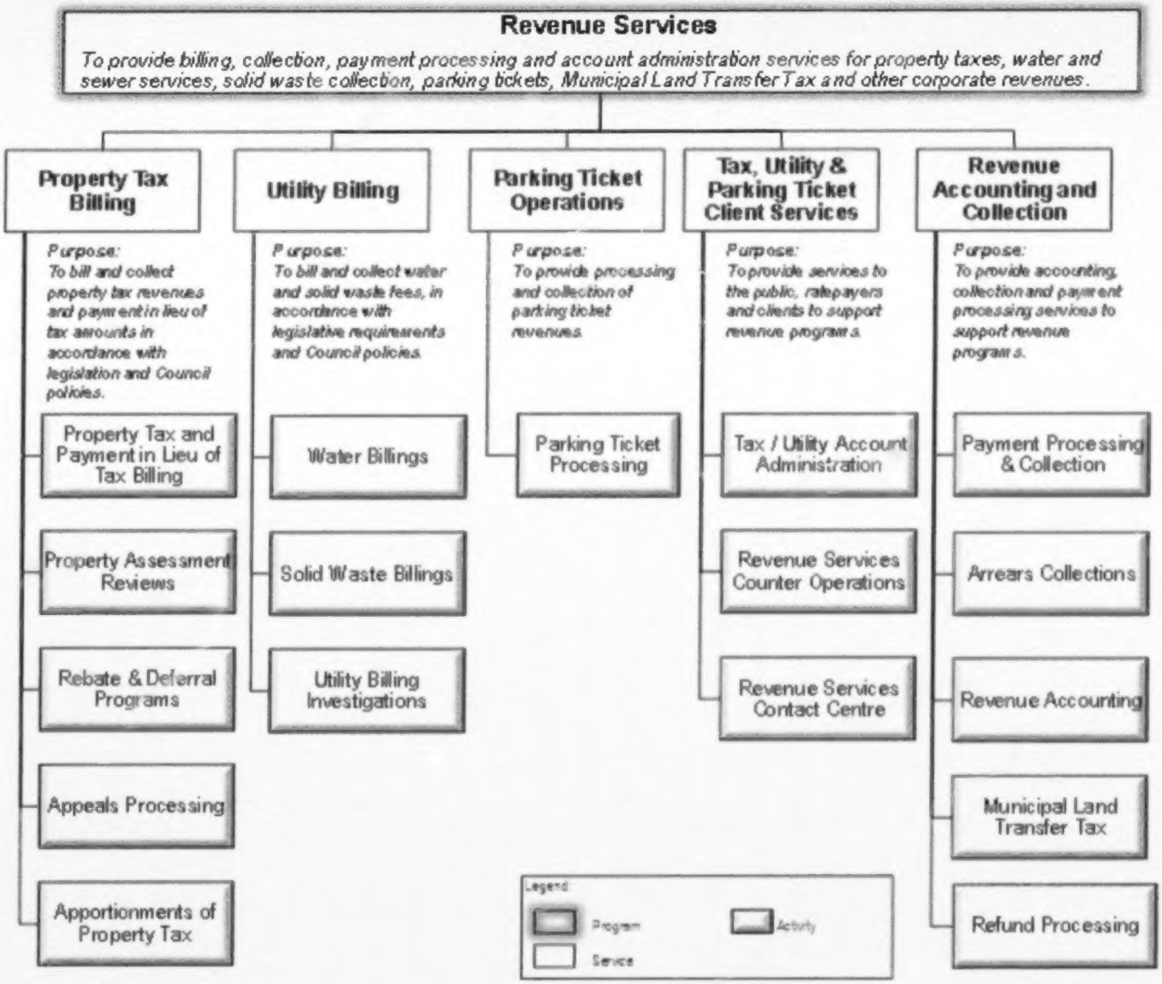
The **Accounting Services'** 2016 Operating Budget of $12.279 million gross and $9.856 million net is $0.403 million or 3.9% under the 2015 Net Budget.

There are no budget pressures for Accounting Services in the 2016 Budget.

Base budget reductions result from a decrease of $0.056 million in salary expenditures and an increase to budgeted revenues of $0.100 million for late payment fees applied to Accounts Receivable debtors and increase to budgeted vendor discounts.

- Expenditures have been further reduced by $0.247 million net through the deletion of 4 permanent positions arising from efficiencies enabled by automation.

Revenue Services


Revenue Services
Property Tax Billing
Utility Billing
Parking Ticket Operations
Tax, Utility & Parking Ticket Client Services
Revenue Accounting and Collection
Property Tax and Payment in Lieu of Tax Billing
Property Assessment Reviews
Rebate & Deferral Programs
Appeals Processing
Apportionments of Property Tax
Water Billings
Solid Waste Billings
Utility Billing Investigations
Parking Ticket Processing
Tax / Utility Account Administration
Revenue Services Counter Operations
Revenue Services Contact Centre
Payment Processing & Collection
Arrears Collections
Revenue Accounting
Municipal Land Transfer Tax
Refund Processing
Legend
Program
Activity
Service

Revenue Services

To provide billing, collection, payment processing and account administration services for property taxes, water and sewer services, solid waste collection, parking tickets, Municipal Land Transfer Tax and other corporate revenues.

Property Tax Billing

Purpose:
To bill and collect property tax revenues and payment in lieu of tax amounts in accordance with legislation and Council policies.

Utility Billing

Purpose:
To bill and collect water and solid waste fees, in accordance with legislative requirements and Council policies.

Parking Ticket Operations

Purpose:
To provide processing and collection of parking ticket revenues.

Tax, Utility & Parking Ticket Client Services

Purpose:
To provide services to the public, ratepayers and clients to support revenue programs.

Revenue Accounting and Collection

Purpose:
To provide accounting, collection and payment processing services to support revenue programs.

Service Customer

Property Tax Billing

- Property owners
- City of Toronto Corporation

Utility Billing

- Property owners
- Registered Utility Account holder
- City of Toronto Corporation

Parking Tickets

- Parking ticket recipient
- City of Toronto Corporation

Tax, Utility & Parking Ticket Client Services

- Members of the public
- property tax/utility account holders
- legal community
- property owners
- parking ticket recipients
- Business Improvement Area members
- City of Toronto Corporation

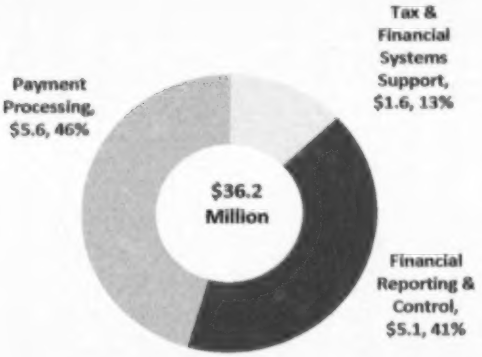
Revenue Accounting & Collection

- Property owners
- Registered utility account holder
- Province of Ontario, School Boards
- City of Toronto Corporation

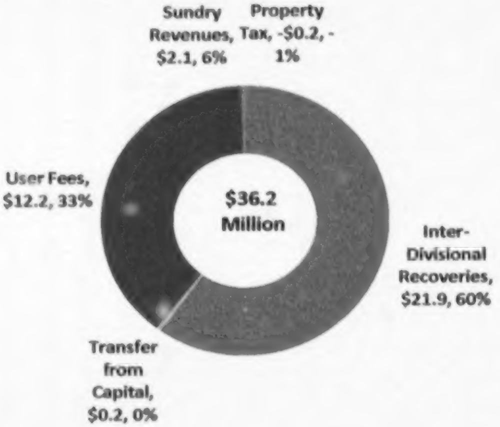
What we do

Provide billing, collection, payment processing and account administration services for property taxes, water and sewer services, solid waste collection, parking tickets, Municipal Land Transfer Tax, and other corporate revenues.

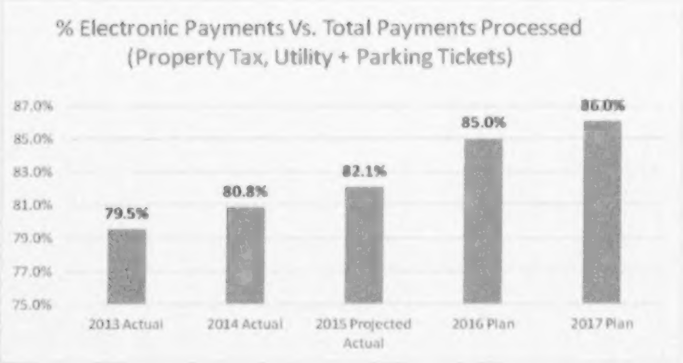
2016 Service Budget by Activity ($Million)



Service by Funding Source ($Million)



Electronic Payment measure



- Percentage of electronic payments received compared to total payments processed for property tax, utility and parking tickets is increasing over time due to consumer behaviour, with more customers electing to make payments electronically, rather than through in-person payments made by cash or cheque, or mailed in cheque payments (including post-dated cheques).
- Electronic payments improve accuracy, are more cost-effective, and can be posted to the City's accounts sooner than cheque payments.
- Development of additional online services for electronic billings and payments will see an increasing trend in the overall percentage of electronic payments over 2016 and 2017.

2016 Service Levels

Revenue Services

Activity	Type	Status	Service Levels				
			2012	2013	2014	2015	2016
Property Tax and Payment in Lieu of Tax Billing	Property Tax Billing (Interim & Final)	Approved	All Property Tax Bills and are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes				All Property Tax Bills and are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
	Supplementary/Omitted Tax Billings	Approved	All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes				All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
	Payment in Lieu of Taxes	Approved	All Payment in Lieu of Taxes are prepared and issued consistent with relevant legislation and by-laws, and within legislated time frames				All Payment in Lieu of Taxes are prepared and issued consistent with relevant legislation and by-laws, and within legislated time frames
	Business Improvement Area (BIA) levies	Approved	All BIA levies are prepared and issued prior to final property tax billing, to ensure that tax bills include BIA levy.				All BIA levies are prepared and issued prior to final property tax billing, to ensure that tax bills include BIA levy.
Property Assessment Reviews		Approved	On average, 120 properties are appealled per year in accordance with council approved criteria and rules and practice of the Assessment Review Board (ARB), and in accordance with timelines set out by Assessment Review Board				On average, 120 properties are appealled per year in accordance with council approved criteria and rules and practice of the Assessment Review Board (ARB), and in accordance with timelines set out by Assessment Review Board
Rebate & Deferral Programs	Vacancy Rebates	Approved	Vacancy rebates are processed within legislated timeframe.				Vacancy rebates are processed within legislated timeframe.
	Charitable Rebates	Approved	Fully completed charity rebate applications processed within 120 days of application deadline date.				Fully completed charity rebate applications processed within 120 days of application deadline date.
	Tax/Water Relief for Low-Income Seniors and	Approved	Fully completed applications processed within 60 days of application deadline date.				Fully completed applications processed within 60 days of application deadline date.
	Veterans Clubhouse, Ethno-	Approved	Fully completed applications processed within 60 days of application deadline date.				Fully completed applications processed within 60 days of application deadline date.
	Golf Course deferrals	Approved	Golf course deferrals processed within 60 days of receipt of information.				Golf course deferrals processed within 60 days of receipt of information.
Appeals Processing	Assessment Appeals	Approved	Residential appeals processed within 30 days following receipt of ARB decision. Non-residential appeals processed within 120 days folllowing receipt of ARB decision.				Residential appeals processed within 30 days following receipt of ARB decision. Non-residential appeals processed within 120 days folllowing receipt of ARB decision.
	Property Tax Appeals	Approved	Aproximately 50% of the applications are returned from MPAC in time to be dealt by September 30 of the following year				Aproximately 50% of the applications are returned from MPAC in time to be dealt by September 30 of the following year
Apportionments of Property Tax		Approved	All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes				All Property Tax Bills are prepared and issued consistent with relevant legislation and by-laws, and within legislated or Council-approved timeframes
Water Billings	Flat Rate Accounts	Approved	To issue 100% of utility flat ratebillings within scheduled cycles (i.e. former Toronto flat rate billings twice per year and former Etobicoke three times per year)				To issue 100% of utility flat ratebillings within scheduled cycles (i.e. former Toronto flat rate billings twice per year and former Etobicoke three times per year)
	Metered Accounts	Approved	25% of all meter readings for metered accounts are estimated readings.		**Not applicable - this function transferred to Toronto Water**		
	Water Relief Applications	Approved	92% of applications processed within first billing cycle				2015: 95% of applications processed within first billing cycle. 2016: same as 2015
Solid Waste Billings		Approved	Mailing of all bills within cycle on schedule				Mailing of all bills within cycle on schedule
Utility Billing Investigations	Meter Reading	Approved	Read 75% of meters (25% are outcalls ie: no answer at door)		**Not applicable - this function transferred to Toronto Water**		
	Meter investigations	Approved	Complete all service orders that are in Revenue Services' distribution				Complete all service orders that are in Revenue Services' distribution

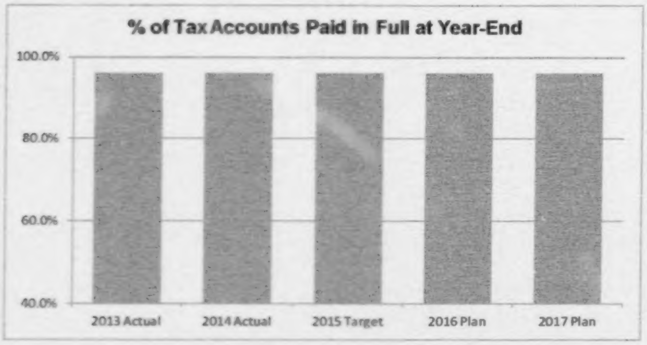
Activity	Type	Status	Service Levels				
			2012	2013	2014	2015	2016
Parking Ticket Processing	Parking Ticket	Approved	99.5% of parking tickets processed within legislated timeframes				99.5% of parking tickets processed within legislated timeframes
		Actual	99.85%	99.89%	99.90%	99.90%	
	Notice of impending Conviction	Approved	99.5% of notices sent within legislated timeframe				99.5% of notices sent within legislated timeframe
	Notice of Fine and Due Date	Approved	99.5% of notices sent within legislated timeframe				99.5% of notices sent within legislated timeframe
	Refunds and adjustments	Approved	100% of refunds and adjustments processed within 14 days				100% of refunds and adjustments processed within 14 days
	Investigations	Approved	Complete all investigations within 15 days				Complete all investigations within 15 days
	Pre-Court Filing	Approved	99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence				99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence
Tax / Utility Account Administration	Tax certificate	Approved	Service standard is 20 days, providing that all required information is received.				Service standard is 20 days, providing that all required information is received.
	Utility Certificate	Approved	Service standard is 20 days, providing that all required information is received.				Service standard is 20 days, providing that all required information is received.
	Ownership Update	Approved	Service standard is 20 days, providing that all required documentation is received.				Service standard is 20 days, providing that all required documentation is received.
	Designate/Agent Mailing Request	Approved	Service standard is 20 days, providing that all required documentation is received.				Service standard is 20 days, providing that all required documentation is received.
	Pre-authorized Tax Payment	Approved	In order to change financial institution information or cancel participation in the program, customer is required to provide a signed written notice at least 15 days before the next payment date				In order to change financial institution information or cancel participation in the program, customer is required to provide a signed written notice at least 15 days before the next payment date
	Pre-authorized Utility Payment	Approved	All PUP applications are processed within a 5 day window				All PUP applications are processed within a 5 day window
	Payment Programs-	Approved	All mortgage updates are processed within 30 days				All mortgage updates are processed within 30 days
	Mortgage and PILT payment	Approved	All payments are processed within a 3 - 5 day window				All payments are processed within a 3 - 5 day window
Revenue Services Counter Operations		Approved	All customers are served, with 100% completion of customer transactions, with average wait times of less than 10 minutes for tax/utility transactions, and 15 minute wait times for parking ticket transactions.				**All customers are served, with 100% completion of customer transactions, with average wait times of less than 7 minutes for tax/utility transactions, and parking ticket transactions.**
		Actual	5.6 minutes	7.0 minutes	5.0 minutes	2.5 min.	
Revenue Services Contact Centre	Customer Enquiry - Telephone	Approved	It is estimated that 40% of calls are answered with average wait time of 5 minutes.				It is estimated that 40% of calls are answered with average wait time of 5 minutes.
	Customer Enquiry - Correspondence	Approved	All letters, faxes and e-mails are prepared and issued consistent with relevant legislation and by-laws.				All letters, faxes and e-mails are prepared and issued consistent with relevant legislation and by-laws.
Payment Processing and Collection		Approved	As a minimum 90% of all cheque payments received are processed within 3 days from date payment is received or on the date of the cheque for future dated payments (post dated cheques).				**As a minimum 95% of all cheque payments received are processed within 3 days from date payment is received or on the date of the cheque for future dated payments (post dated cheques).**
		Actual	91.5%	94.2%	95.1%	95.0%	

			Service Levels				
Activity	**Type**	**Status**	**2012**	**2013**	**2014**	**2015**	**2016**
Arrears Collections	Registration - Sale of Land	Approved	In excess of 4,000 accounts in arrears are included in this process annually. Two "Sale of Land by Pubic Tender" are conducted annually.			In excess of 7,000 accounts (pre-reg and reg) in arrears are included in this process annually.	In excess of 7,000 accounts (pre-reg and reg) in arrears are included in this process annually. Two "Sale of Land by Pubic Tender" are conducted annually.
	Bailiff Warrants	Approved	5,125 accounts are issued to the bailiffs annually	In excess of 6,000 accounts are issued to the bailiffs annually.			In excess of 6,000 accounts are issued to the bailiffs annually.
	Internal Collections	Approved	100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines (723,036 stmts/notices mailed in 2010).	100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines (approximately 780,000 stmts/notices were mailed in 2012).	100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines		100% of accounts in arrears were mailed Statement of Tax Account within Council-approved timelines
Revenue Accounting	Returned Cheques Processing	Approved	In 2010, 95% of Returned Payments received by Revenue Services were processed within 10 business days.	95% of Returned Payments received by Revenue Services were processed within 10 business days.			95% of Returned Payments received by Revenue Services were processed within 10 business days.
	Account Analysis / Reconciliation	Approved	In 2010, 95% of the monthly reconciliation and Statements were produced in the following month.	95% of the monthly reconciliation and Statements were produced in the following month.			95% of the monthly reconciliation and Statements were produced in the following month.
Municipal Land Transfer Tax	MLTT Manual Notices of Assessment	Approved	100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accord to the legislated requirements				100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accord to the legislated requirements
	Automated MLTT land registration transactions	Approved	100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accordance with legislated requirements				100% of MLTT Notices of Assessments and Deferral Confirmations are issued and completed in accordance with legislated requirements
Refund Processing	Refunds due to Over-Payments	Approved	To issue credit letters to property owner requesting required information and issue refunds within one year, over 90% of the time. Tax credit balances of $500 or less without an ownership change are transferred to the next billing.				To issue credit letters to property owner requesting required information and issue refunds within one year, over 90% of the time. Tax credit balances of $500 or less without an ownership change are transferred to the next billing.
	Refunds due to Appeals and Rebates	Approved	Over 90% of all refunds as a result of the processing of assessment appeals and rebate are processed within 120 days.				Over 90% of all refunds as a result of the processing of assessment appeals/MPAC, RFR's and rebate are processed within 120 days.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Revenue Services except for improved wait times at the Revenue Services Counter operations for tax, utility, and parking ticket transactions.

Service Performance

Effectiveness Measure – % of Tax Accounts paid in full at Year-end



- The percentage of tax accounts paid in full each year from 2012 through 2014 has remained at 96%.
- The trend is expected to continue in 2015 through 2017 as economic conditions are not expected to change over the next 3 years.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Property Tax Billing	7,546.0	7,497.4		7,497.4	(48.6)	(0.6%)		**7,497.4**	96.7	1.3%	20.9	0.3%	10.4	0.1%
Utility Billing	4,929.6	4,578.9		4,578.9	(350.7)	(7.1%)		**4,578.9**	0.8	0.0%	7.7	0.2%	10.4	0.2%
Parking Ticket Operations	3,661.4	3,944.5		3,944.5	283.1	7.7%		**3,944.5**	3.3	0.1%	12.3	0.3%	22.7	0.6%
Tax, Utility & Parking Ticket Client Services	10,779.6	11,059.7		11,059.7	280.1	2.6%		**11,059.7**	0.2	0.0%	1.6	0.0%	10.5	0.1%
Revenue Accounting and Collection	9,332.3	9,273.2	(204.2)	9,069.0	(263.3)	(2.8%)		**9,069.0**	(263.3)	(2.8%)	158.9	1.8%	191.8	2.1%
Total Gross Exp.	36,248.9	36,353.7	(204.2)	36,149.5	(99.4)	(0.3%)		36,149.5	(162.3)	(0.4%)	201.4	0.6%	245.8	0.7%
REVENUE														
Property Tax Billing	1,778.6	1,795.4		1,795.4	16.8			**1,795.4**	16.8					
Utility Billing	4,533.3	4,376.7		4,376.7	(156.6)	(3.5%)		**4,376.7**	(156.6)	(3.5%)				
Parking Ticket Operations	3,503.6	3,594.2		3,594.2	90.6	2.6%		**3,594.2**	90.6	2.6%				
Tax, Utility & Parking Ticket Client Services	11,511.5	12,295.8		12,295.8	784.3	6.8%		**12,295.8**	0.2	0.0%	20.8	0.2%	21.4	0.2%
Revenue Accounting and Collection	14,135.2	14,350.7	(71.5)	14,279.2	144.0	1.0%		**14,279.2**	144.0	1.0%	70.1	0.5%	32.1	0.2%
Total Revenues	35,462.2	36,412.8	(71.5)	36,341.3	879.1	2.5%		36,341.3	95.0	0.3%	90.9	0.3%	53.5	0.1%
NET EXP.														
Property Tax Billing	5,767.4	5,702.0		5,702.0	(65.4)	(1.1%)		**5,702.0**	79.9	1.4%	20.9	0.4%	10.4	0.2%
Utility Billing	396.3	202.2		202.2	(194.1)	(49.0%)		**202.2**	157.4	39.7%	7.7	3.8%	10.4	5.0%
Parking Ticket Operations	157.8	350.3		350.3	192.5	122.0%		**350.3**	(87.3)	(55.3%)	12.3	3.5%	22.7	6.3%
Tax, Utility & Parking Ticket Client Services	(731.9)	(1,236.1)		(1,236.1)	(504.2)	68.9%		**(1,236.1)**			(19.2)	1.6%	(10.9)	0.9%
Revenue Accounting and Collection	(4,802.9)	(5,077.5)	(132.7)	(5,210.2)	(407.3)	8.5%		**(5,210.2)**	(407.3)	8.5%	88.8	(1.7%)	159.7	(3.1%)
Total Net Exp.	786.7	(59.1)	(132.7)	(191.8)	(978.5)	(124.4%)		**(191.8)**	(257.3)	(3[illegible].7%)	110.5	57.6%	192.3	236.4%
Approved Positions	326.0	328.1		328.1	2.1	0.6%		**328.1**	2.1	0.6%				

Revenue Services' 2016 Operating Budget of $36.150 million gross and ($0.192 million) net is $0.979 million or 124.4% under the 2015 Net Budget.

Base budget pressures in Revenue Services are primarily due to progression pay and step increases of $0.273 million. Conversion of a research analyst position will increase salaries and benefits by $0.029 million.

These pressures have been reduced by $0.627 million for the annualization of 2015 user fees and the 2% inflation rate applied to 2016 user fees of $0.217 million.

Expenditures have also been further reduced by $0.100 million in line by line savings following a review of recent spending and consideration of future requirements; and the deletion of 5 permanent positions due to efficiencies arising from the Water Meter Program reducing salaries and benefits by $0.549 million and $0.205 million net after considering internal clients contributions.

Operating & Capital Budget Summaries for City Programs and Agencies:

City Hall

Office of the Mayor

2016 OPERATING BUDGET OVERVIEW

The Office of the Mayor provides support to the Mayor as the Head of Council and the Chief Executive Officer of the City, as prescribed in the City of Toronto Act, 2006, c. 133 and c. 134.

2016 Budget Highlights

The 2016 Operating Budget for the Office of the Mayor is $2.297 million gross and net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	2,297.1	2,297.1	-	
Gross Revenues				
Net Expenditures	**2,297.1**	**2,297.1**	-	

The 2016 Operating Budget of $2.297 million net reflects no change from the funding level approved for 2015.

Fast Facts

- The Mayor is Head of City Council that governs the City with 2.8 million residents and is the largest city in Canada with 8% of Canada's total population, and the 4th largest city in North America.
- The Council Term is four years. Mayor John Tory was elected in October 2014 and assumed office on December 1, 2014.
- The Mayor's Office Budget and staff complement provides the funding for the Mayor's priorities and requirements of the Mayor to carry out his/her statutory responsibilities and mandates.

Statutory Role of the Mayor

In accordance with the City of Toronto Act, 2006 (c133), it is the role of the Mayor, as Head of City Council,

- To act as the Chief Executive Officer of the City;
- To preside over Council meetings so that City business can be carried out efficiently and effectively;
- To provide leadership to Council;
- To represent the City and Council at official functions; and
- To carry out duties as head of Council under the Act and under any other legislation.

The Mayor's role also includes providing information and making recommendations to Council with respect to Council's role in clauses 131 (d) and (e) in the City of Toronto Act. These include:

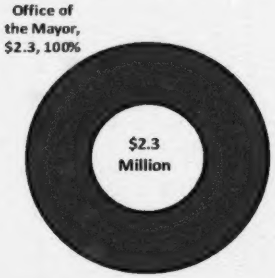
(d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decision of council;

(e) to ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City.

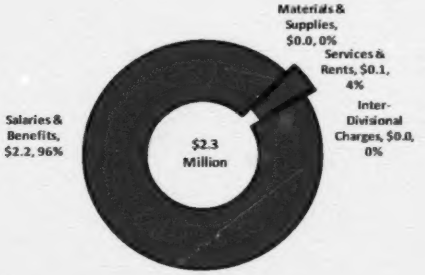
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

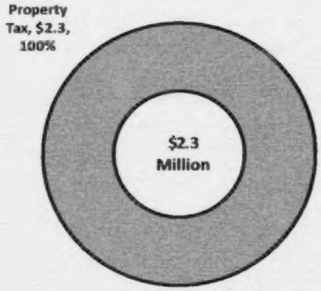


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

Investing in Transit to get Toronto moving

- Make transit more affordable for families and deliver services that riders need by significantly expanding and enhancing transit service, reducing wait times and crowding.
- Implement SmartTrack by working in partnership with Metrolinx and the TTC to carry out and accelerate a SmartTrack work plan.

Taking Action on Housing

- Provide safe, affordable housing for the people of Toronto who need it by creating a Housing Task Force to bring better governance, service and value for money to Toronto Community Housing.
- Connect people with jobs.
- Improve transit and build SmartTrack to connect people to jobs and jobs to people by providing the opportunity to work in all four corners of the city.
- Support good programs already available that are assisting youth to secure jobs.

Tackle Traffic Congestion to get Toronto Moving

- Coordinate or accelerate construction, synchronize traffic lights, and ensure existing traffic laws, such as tagging and towing illegal parked vehicles blocking lanes during rush hour, are enforced.

Open Toronto for Business

- Make sure Toronto is the most welcoming city in North America by keeping taxes down, supporting provincial education initiatives, and encouraging and supporting entrepreneurship and innovation through Enterprise Toronto and Business Improvement Associations.

Role of the Mayor

The role of the Mayor as Head of Council is:

- To act as Chief Executive Officer of the City;
- To preside over meetings of Council so that its business can be carried out efficiently and effectively;
- To provide leadership to Council;
- To represent the City at official functions; and
- To carry out the duties of the Head of Council under the City of Toronto Act, 2006.

The role of the Mayor as Chief Executive Officer of the City is:

- To uphold and promote the purposes of the City;
- To promote public involvement in the City's activities;
- To act as the representative of the City both within and outside the City, and promote the City locally, nationally and internationally; and
- To participate in and foster activities that enhance the economic, social and environmental well-being of the City and its residents.

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget			2016 Budget vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Office of the Mayor											
Gross Expenditures	2,297.1	2,297.1	2,297.1		2,297.1	(0.0)	(0.0%)	152.2	6.6%	26.4	1.1%
Revenue					-	-	-				
Net Expenditures	2,297.1	2,297.1	2,297.1	-	2,297.1	(0.0)	(0.0%)	152.2	6.6%	26.4	1.1%
Total											
Gross Expenditures	2,297.1	2,297.1	2,297.1	-	2,297.1	(0.0)	(0.0%)	152.2	6.6%	26.4	1.1%
Revenue	-	-	-	-	-	-	-			-	
Total Net Expenditures	2,297.1	2,297.1	2,297.1	-	2,297.1	(0.0)	(0.0%)	152.2	6.6%	26.4	1.1%
Approved Positions	20.0	21.0	20.0	-	20.0	-					

The Office of the Mayor's 2016 Operating Budget is $2.297 million gross and net, representing a 0% change from the 2015 Council Approved Net Operating Budget.

- The Office of the Mayor's total staff complement will remain at 20.0.
- Approval of the 2016 Base Budget will result in a 2017 incremental net cost of $0.152 million and a 2017 incremental net cost of $0.026 million to maintain the same level of support as 2016.

City Council

2016 OPERATING BUDGET OVERVIEW

Toronto City Council comprises the Mayor and 44 Councillors, each one representing one of the City's wards. City Council is the governing body for the City. As part of the City's legislative process, Councillors sit on Standing Committees and on Community Councils for the area where they have been elected. Councillors are also appointed to agencies and corporations. The role of City Council is described in the City of Toronto Act, 2006, c. 131.

2016 Budget Highlights

The 2016 City Council Budget is $20.954 million gross and $20.914 million net as shown below.

	2015 Approved	2016	Change	
(in $000's)	Budget	Budget	$	%
Gross Expenditures	20,822.6	20,954.0	131.3	0.6
Revenues	130.0	40.0	(90.0)	(69.2
Net Expenditures	**20,692.6**	**20,914.0**	**221.3**	**1.1**

The 2016 Operating Budget for City Council supports 44 Councillors in fulfilling their statutory mandates.

Fast Facts

- The City of Toronto government was created on January 1, 1998 as a result of legislation passed by the Province of Ontario merging seven municipal governments into one single-tier city.
- The Term of Council is four years. The current Council term began on December 1, 2014.
- Council has the power to change the mandates and governance of its agencies, with some limitations for the Police Board, Library Board and Board of Health.
- City Council decides on strategic policies and priorities and sets the direction for the City of Toronto.
- In 2013, City Council approved a Strategic Plan for the City of Toronto for 2013-2018.
- A Ward Boundary Review is under way to determine the number of wards for the City of Toronto that meets statutory and representation requirements.

City Council

- Executes its legislative and administrative responsibilities, and exercises all powers exercised through by-laws, except where otherwise permitted by legislation.
- Creates and approves policies and programs, determines service mix, service levels and methods of service delivery, and oversees the work of implementing its decisions.
- Awards contracts, and approves the hiring and dismissal of statutory officers and executive staff.
- Council may, with some limitations, delegate its decision-making authority to committees, City agencies or the Toronto Public Service.
- City Council uses a committee system to manage its legislative process and make decisions.
- Each City Councillor serves on the Community Council that incorporates his or her ward. The Mayor is a voting member of all community councils.

Statutory Role of City Council

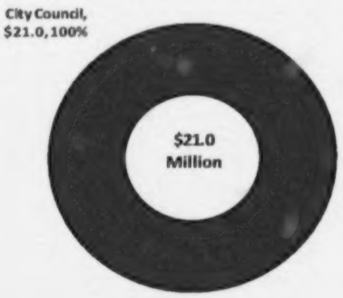
The 2016 Operating Budget of $20.954 million gross and $20.914 million net for City Council will provide funding to support their role as members of Council under the City of Toronto Act (COTA):

- represent the public and consider the well-being and interests of the City;
- develop and evaluate the policies and programs of the City;
- determine the services the City provides;
- ensure that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council;
- ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City;
- maintain the financial integrity of the City; and
- carry out the duties of Council under appropriate Acts.

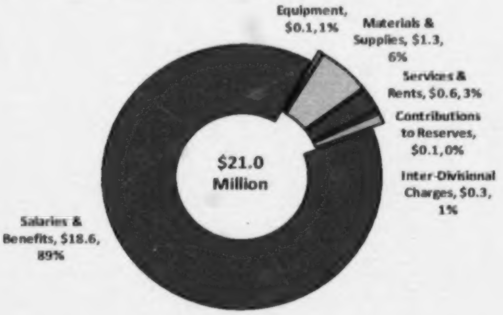
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

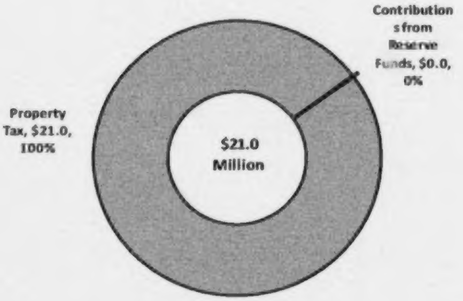


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

Adequacy of the Council Transition Reserves and the Council Furniture and Equipment Reserves:

- Continue to monitor the adequacy of the Council Transition Reserves and the Council Furniture and Equipment Reserves.

Toronto City Council consists of the Mayor and 44 Councillors, one representing each of the City's wards. The City Council 2016 Operating Budget maintains the 2015 service levels to support the 44 Councillors and their staff.

The 2016 Operating Budget of $20.954 million gross and $20.914 million net for City Council will provide funding to support the role of City Council under the City of Toronto Act (COTA):

- represent the public and consider the well-being and interests of the City;
- develop and evaluate the policies and programs of the City;
- determine the services the City provides;
- ensure that administrative and controllership policies, practices and procedures are in place to implement the decisions of Council;
- ensure the accountability and transparency of the operations of the City, including the activities of the senior management of the City;
- maintain the financial integrity of the City; and
- carry out the duties of Council under appropriate Acts.

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 Budget vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
City Council											
Gross Expenditures	20,822.6	20,422.6	20,954.0		20,954.0	131.3	0.6%	647.1	3.1%	2,443.0	11.3%
Revenue	130.0	130.0	40.0		40.0	(90.0)	(69.2%)			2,200.0	5500.0%
Net Expenditures	20,692.6	20,292.6	20,914.0	-	20,914.0	221.3	1.1%	647.1	3.1%	243.0	1.1%
Total											
Gross Expenditures	20,822.6	20,422.6	20,954.0	-	20,954.0	131.3	0.6%	647.1	3.1%	2,443.0	11.3%
Revenue	130.0	130.0	40.0	-	40.0	(90.0)	(69.2%)			2,200.0	5500.0%
Total Net Expenditures	20,692.6	20,292.6	20,914.0	-	20,914.0	221.3	1.1%	647.1	3.1%	243.0	1.1%
Approved Positions	176.0	176.0	180.0	-	180.0	4.0	2.3%				

City Council's 2016 Operating Budget is $20.954 million gross and $20.914 million net, representing a 1.1% increase over the 2015 Approved Net Operating Budget.

- The year over year net increase arises primarily from a 2% CPI adjustment for Councillors' salaries and Constituency Services and Office budget, benefit adjustment for Councillors and staff, as well as a provision for Constituency Office leases and expenses, additional Constituency Assistants and AODA requirements, which are partially offset by a base expenditure adjustment to Contracted Services to reflect actual experience and savings from one-time gapping.
- The 2017 and 2018 Plan reflect one-time budget provision for potential severance pay for Councillors' Offices and Mayor's Office staff after the 2018 Municipal Election results, the CPI adjustment for Councillors' salaries and Constituency Services and Office budget and the reversal of 2016 one-time gapping.

City Clerk's Office

2016 OPERATING BUDGET OVERVIEW

The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of Elect Government, Make Government Work and Open Government services.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $49.713 million gross and $32.122 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change	
			$	%
Gross Expenditures	49,258.5	49,713.1	454.5	0
Revenues	17,415.2	17,591.2	176.0	1
Net Expenditures	**31,843.3**	**32,121.9**	**278.6**	**0**

The 2016 Operating Budget of $32.122 million net is $0.279 million or 0.9% over the 2015 Approved Budget of $31.843 million net and provides $2.120 million net in funding for base budget increases (mainly salary and benefit increases for progression pay and step increases, and operating impacts for sustainment of completed capital projects), which have been offset by $1.841 million net in budget reductions.

Fast Facts

- The City Clerk's Office delivers more than 70 types of services from over 30 locations across the City from 12 buildings, Civic Centres, City Hall and metro Hall.
- Most services are prescribed in more than 60 distinct piece of legislation including the *City of Toronto Act 2006, Vital Statistics Act, Assessment Act and Planning Act*.
- As a shared service, City Clerk's Office staff also support the Mayor's Office, 44 Councillors' Offices and the Offices of the City's four Accountability Officers – Office of the Auditor General, Office of the Integrity Commissioner, Office of the Lobbyist Registrar, and Office of the Ombudsman.

2016 Operating Budget Highlights

- The 2016 Operating Budget of $32.122 million net is $0.279 million or 0.9% over the 2015 Approved Budget of $31.843 million net and provides funding to 3 services: Elect Government, Make Government Work and Open Government.
- The City Clerk's Office 2016 Operating Budget provides $2.120 million net in funding for base budget increases, which have been offset by $1.841 million net in budget reductions.
  - ✓ The Program has achieved the 2% efficiency target.
  - ✓ Any further reductions will impact service levels.

2015 Key Service Accomplishments

Elect Government

- ✓ Moved Toronto Forward on the Path to Election Modernization.

Make Government Work

- ✓ Effectively managed the public appointments with a new awareness-building and recruitment campaign, and public appointments information system. From January 1 to October 31, 2015, the system processes 3,016 applications for appointment to 214 board positions on City agencies and corporations.
- ✓ Supported Toronto's Government, Elected Officials and Accountability Officers
- ✓ Delivered Protocol Functions for Host City Responsibilities for 2015 Pan Am and ParaPan Am Games
- ✓ Strengthened City of Toronto's Emergency Management Capacity with the Councillor Coordination Emergency Support
- ✓ Soft-launched e-Polling in July 2015 to automate polling on various local matters such as traffic calming, BIA functions, etc.

Open Government

- ✓ Completed Information Management Assessment Reports for 15 divisions (29 in progress) to determine record management practices and state of readiness for digital records management.
- ✓ Led City Strategic Action #13 Open Government by Design.

Across all services

- ✓ Continued commitment to building a public service for the 21st Century – Emphasis on nimbleness, innovation and customer service excellence in City Clerk's Office.

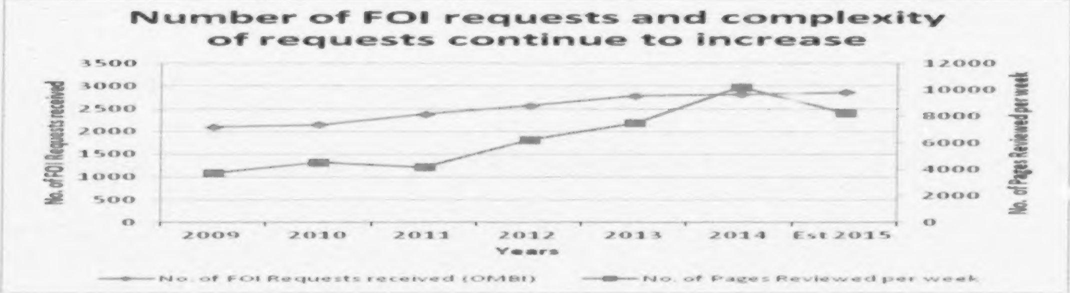
Our Service Deliverables for 2016

The 2016 Operating Budget of $49.713 million gross and $32.122 million net provides funding to:

- Maintain state of readiness to conduct elections.
- Manage post-election processes as required in legislation.
- Review election systems and processes to modernize election delivery.
- Prepare for the 2018 municipal election.
- Deliver improvements to advance principles of open, accessible democratic government.
- Support City Council and the Accountability Officers.
- Provide protocol and official services.
- Deliver open and accessible democratic processes to meet or exceed statutory requirements and established performance standards.
- Deliver provincially delegated services to meet/exceed standards.
- Lead Open Government by Design.
- Maintain core service levels and meet/exceed established customer service standards.
- Maintain FOI compliance rate and increase public access to information.

Trends

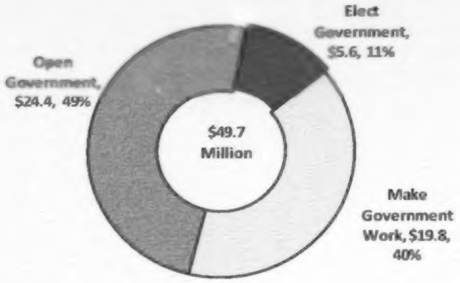
- Public participation in the legislative process has grown from 1,775 public deputations and 7.6 million web page views in 2008 to 2,156 and 17.1 million respectively in 2014.
- Public interest in government information continues to grow from 2,104 FOI requests received in 2009 to 2,822 in 2014. As of Dec 11, 2015, City Clerk's Office have received 2,737 requests, an increase of 1.26% from last year (2,703 requests).



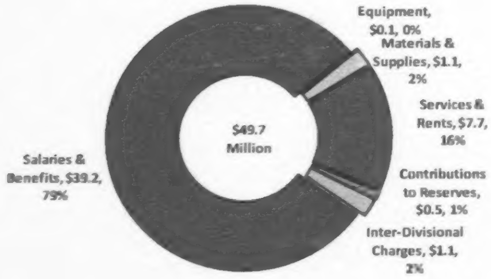
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

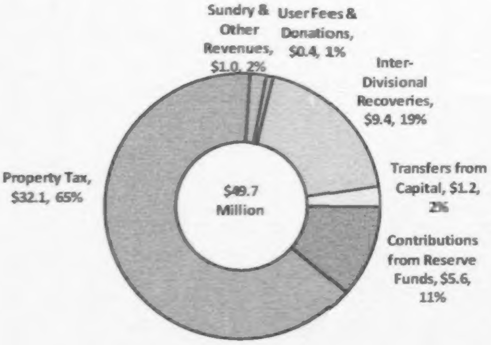


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

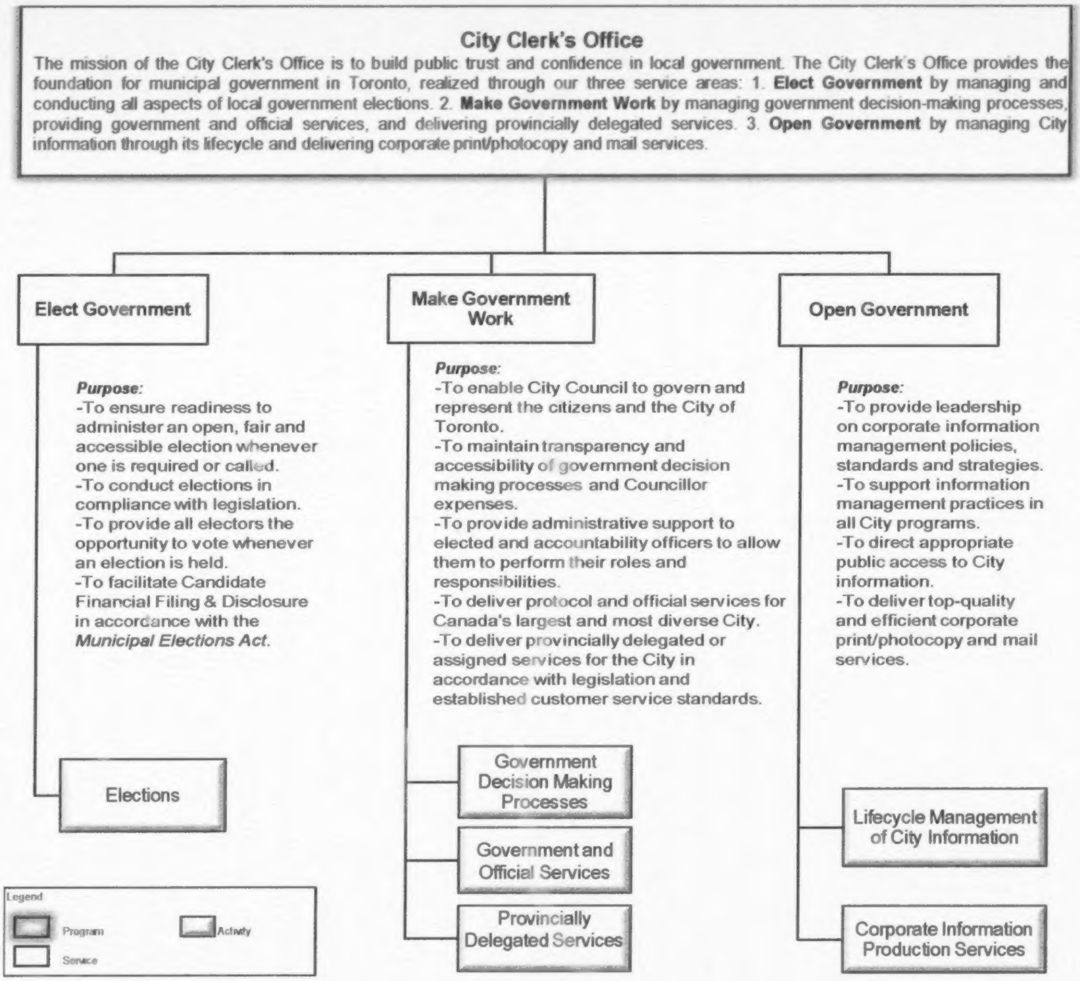
Mail Delivery Service Review

- Growing costs for the Corporate Information Production Unit, which provides mail services to City divisions and some agencies, corporations and external bodies.
  - ✓ Prior to the 2017 Budget Process a study of the mail services will be completed, funded by $0.100 million in the Non-Program Expenditure Budget.

Adequacy of the Elections Reserve Fund

- The sustainability of the Election Reserve Fund is an ongoing concern as it funds all aspects of the municipal election, including both operating and capital costs.
  - ✓ The City Clerk's Office in conjunction with Financial Planning Division staff will continue to monitor actual expenditures and planned expenditures and develop strategies to review the Reserve's sustainability.

Program Map


Elections
Government Decision Making Processes
Government and Official Services
Provincially Delegated Services
Lifecycle Management of City Information
Corporate Information Production Services
Legend
Program
Activity
Service

City Clerk's Office

The mission of the City Clerk's Office is to build public trust and confidence in local government. The City Clerk's Office provides the foundation for municipal government in Toronto, realized through our three service areas: 1. **Elect Government** by managing and conducting all aspects of local government elections. 2. **Make Government Work** by managing government decision-making processes, providing government and official services, and delivering provincially delegated services. 3. **Open Government** by managing City information through its lifecycle and delivering corporate print/photocopy and mail services.

Elect Government

Purpose:
-To ensure readiness to administer an open, fair and accessible election whenever one is required or called.
-To conduct elections in compliance with legislation.
-To provide all electors the opportunity to vote whenever an election is held.
-To facilitate Candidate Financial Filing & Disclosure in accordance with the *Municipal Elections Act*.

Make Government Work

Purpose:
-To enable City Council to govern and represent the citizens and the City of Toronto.
-To maintain transparency and accessibility of government decision making processes and Councillor expenses.
-To provide administrative support to elected and accountability officers to allow them to perform their roles and responsibilities.
-To deliver protocol and official services for Canada's largest and most diverse City.
-To deliver provincially delegated or assigned services for the City in accordance with legislation and established customer service standards.

Open Government

Purpose:
-To provide leadership on corporate information management policies, standards and strategies.
-To support information management practices in all City programs.
-To direct appropriate public access to City information.
-To deliver top-quality and efficient corporate print/photocopy and mail services.

Service Customer

Elect Government
- The public
- Candidates and electors
- Other governments

Make Government Work
- The public
- City Council and its Members; Accountability Officers
- The Toronto Public Service, City agencies and corporations
- Other governments
- Charitable organizations

Open Government
- The public
- City Council and its Members.
- The Toronto Public Service, City agencies and corporations
- Other governments

Table 1

2016 Operating Budget and Plan by Service

(In $000s)	2015		2016 Operating Budget			2016 Budget vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Elect Government											
Gross Expenditures	5,269.5	4,519.5	5,580.2		5,580.2	310.7	5.9%	(336.1)	(6.0%)	9,947.0	189.7%
Revenue	5,269.5	4,519.5	5,580.2		5,580.2	310.7	5.9%	(336.1)	(6.0%)	9,947.0	189.7%
Net Expenditures	-	-	-	-	-	-	-	-		-	
Make Government Work											
Gross Expenditures	20,218.4	19,918.4	19,767.3		19,767.3	(451.0)	(2.2%)	(316.9)	(1.6%)	470.0	2.4%
Revenue	2,248.2	1,948.2	1,651.8		1,651.8	(596.4)	(26.5%)	(874.5)	(52.9%)	10.5	1.3%
Net Expenditures	17,970.1	17,970.1	18,115.5	-	18,115.5	145.4	0.8%	557.6	3.1%	459.5	2.5%
Open Government											
Gross Expenditures	23,770.7	23,770.7	24,365.6		24,365.6	594.9	2.5%	772.3	3.2%	586.9	2.3%
Revenue	9,897.5	9,897.5	10,359.2		10,359.2	461.7	4.7%	5.2	0.1%	277.0	2.7%
Net Expenditures	13,873.2	13,873.2	14,006.4	-	14,006.4	133.2	1.0%	767.0	5.5%	309.9	2.1%
Total											
Gross Expenditures	49,258.5	48,208.5	49,713.1	-	49,713.1	454.5	0.9%	119.3	0.2%	11,004.0	22.1%
Revenue	17,415.2	16,365.2	17,591.2	-	17,591.2	176.0	1.0%	(1,205.3)	(6.9%)	10,234.5	62.5%
Total Net Expenditures	31,843.3	31,843.3	32,121.9	-	32,121.9	278.6	0.9%	1,324.6	4.1%	769.5	2.3%
Approved Positions	415.4	406.1	413.9		413.9	(1.5)	(0.4%)	(7.9)	(1.9%)	31.0	7.6%

The City Clerk's Office 2016 Operating Budget is $49.713 million gross and $32.122 million net, represents a 0.9% increase over the 2015 Approved Net Operating.

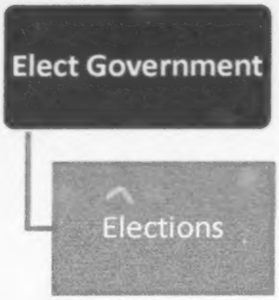
- Base pressures are mainly attributable to increases in salaries and benefits for progression and re-earnable lump sum pay and step increases, and operating impacts for the sustainment of completed capital projects ($2.120 million net).

- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through gapping of positions, foregoing economic factors and other service efficiencies reassigned to meet emerging service demands ($1.841 million net).

- Approval of the 2016 Operating Budget will result in the City Clerk's Office reducing its total staff complement by 1.5 positions from 415.4 to 413.9.

- The 2017 and 2018 Plan for all services reflects the inflationary cost increases for progression pay, re-earnable lump sum, step and fringe benefits, anticipated inflationary cost increases for non-payroll items, operating impact of completed capital projects and the reversal of prior year impacts.

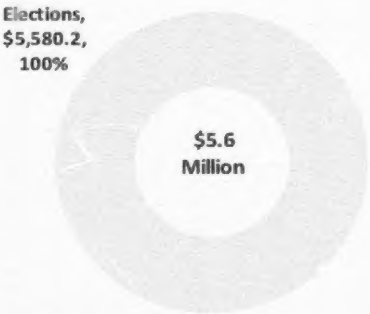
Elect Government



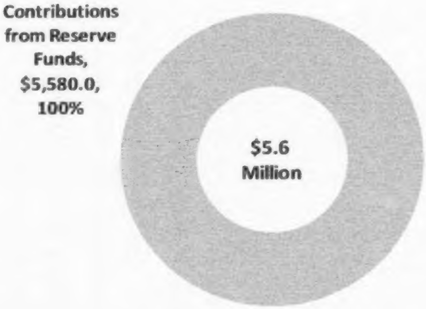
What We Do

- Ensure readiness to administer an open, fair and accessible election whenever one is required or called
- Conduct elections in compliance with legislation
- Provide all electors the opportunity to vote whenever an election is held
- Facilitate Candidate Financial Filing and Disclosure in compliance with the *Municipal Elections Act, 1996*
- Administer the Election Contribution Rebate Program

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2016 Service Levels

Elect Government

	Service Levels			
Type	**2013**	**2014**	**2015**	**2016**
Election Delivery and financial reporting	Statutory Service Level: Administer electoral events as needed and in compliance with prescribed timelines and standards outlined in the Municipal Elections Act, 1996 and by City Council By-law 1176-2009.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
Election Readiness	Statutory Service Level: Full readiness to conduct an election, by-election or referendum whenever one is called.			

The 2016 Service Levels are consistent with the Service Levels approved in 2015.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Elections	5,269.5	5,580.2		5,580.2	310.7	5.9%		**5,580.2**	310.7	5.9%	(336.1)	-6.0%	9,947.0	189.7%
Total Gross Exp.	5,269.5	5,580.2		5,580.2	310.7	5.9%		**5,580.2**	310.7	5.9%	(336.1)	-6.0%	9,947.0	189.7%
REVENUE														
Elections	5,269.5	5,580.2		5,580.2	310.7	5.9%		**5,580.2**	310.7	5.9%	(336.1)	-6.0%	9,947.0	189.7%
Total Revenues	5,269.5	5,580.2		5,580.2	310.7	5.9%		**5,580.2**	310.7	5.9%	(336.1)	-6.0%	9,947.0	189.7%
NET EXP.														
Elections						-				-		-		-
Total Net Exp.						-				-		-		-
Approved Positions	39.3	35.0		35.0	(4.3)	(10.8%)		**35.0**	(4.3)	(10.8%)			32.0	91.4%

The ***Elect Government*** service ensures readiness to administer an open, fair and accessible election whenever one is required or called, conducts elections in compliance with legislation, provides all electors the opportunity to vote whenever an election is held and facilitates Candidate Financial Filing and Disclosure in compliance with the *Municipal Elections Act, 1996.*

The Elect Government's 2016 Operating Budget of $5.580 million gross and $0 net is $0.311 million or 5.9% over the 2015 Approved Net Budget.

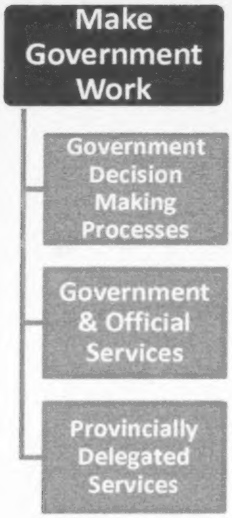
Base budget pressures unique to the Elect Government service are primarily due to the following:

- New and emerging business demands for 1.0 senior Elections position totaling $0.167 million gross and $0 net.
- The reversal of post election event 2015 requirements results in a decrease of 3.0 temporary positions and $0.339 million gross and $0 net.
- The reversal of prior capital project delivery results in a decrease of 3.3 temporary positions and $0.379 million gross and $0 net.
- Post election event 2016 requirements results in an increase of $0.580 million gross and $0 net.
- Additional requirements for elections operations results in an increase of $0.299 million gross and $0 net.

The City Clerk under the *Municipal Elections Act, 1996*, has broad and independent authority to conduct the Election.

No service level changes are for this Service.

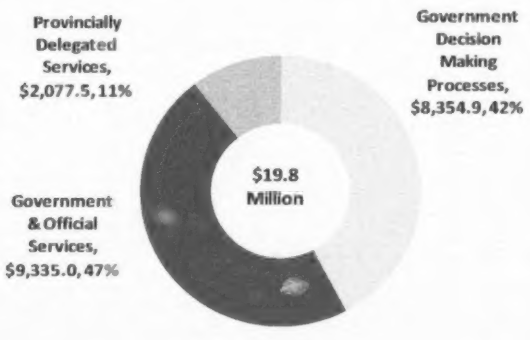
Make Government Work


Make Government Work
Government Decision Making Processes
Government & Official Services
Provincially Delegated Services

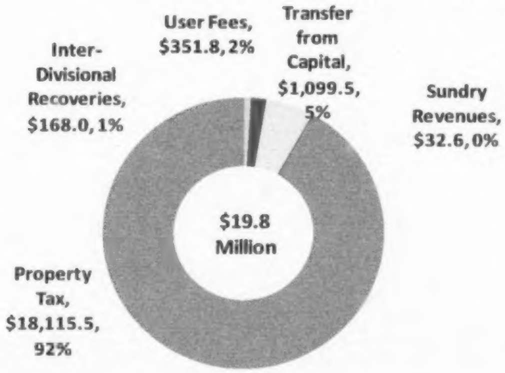
What We Do

- Enable City Council to govern and represent the citizens and the City of Toronto
- Maintain transparency and accessibility of government decision making processes and Councillor expenses
- Provide administrative support to elected officials and accountability officers to allow them to perform their roles and responsibilities
- Deliver protocol and official services for Canada's largest and most diverse City
- Deliver provincially delegated services for the City in accordance with legislation and customer service standards

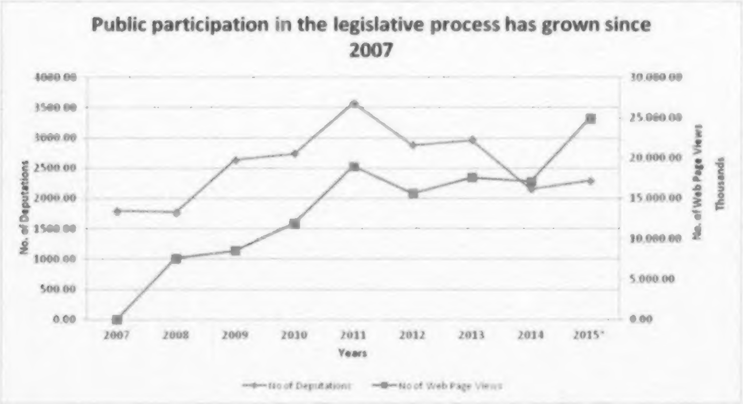
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Public Participation in the Legislative Process



- Public participation in the legislative process has grown from 1,775 public deputation and 7.6 million visits to the web-site in 2008 to 2,156 and 17.1 million respectively in 2014.

2016 Service Levels

Make Government Work

		Service Levels			
Activity	Type	2013	2014	2015	2016
Government Decision Making Processes	Manage meetings and legislated notices	**Statutory Service Level:** Comply with requirements for meetings and notices as required in legislation and/or by-law.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Maintain legislative records	**Statutory Service Level:** Maintain Municipal Code, By-law tracking and registry and provide reference services in accordance with legislated responsibility of City Clerk. 100% of legislative record of City of Toronto available and accessible (on-line or on-request)			
	Manage appointments to committees and other bodies	Beginning of term – fill 100% of vacancies before initial meeting; During term – fill 100% of vacancies within 2 meeting cycles within the provisions of the Public Appointments Policy.	No change for 2014. *Note: City Clerk's Office assumes new responsibilities of consolidated public appointments unit.*	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
Government and Official Services	Council administrative services	Deliver support services in compliance with Council policies.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Protocol Services	Support provided as directed/requested to meet specified timelines (including beyond business hours and weekends)			
Deliver Provincially Delegated Services	Register Vital Events	**Statutory Service Level:** Comply with legislation for the registration of vital events. Service delivery at 4 locations – City Hall, Etobicoke CC, North York CC and Scarborough CC	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Administration of Assigned Statutory Functions	**Statutory Service Level:** Comply with legislation for the licensing of eligible charities, liquor license clearance and access to assessment rolls.			

The 2016 Service Levels are consistent with the approved 2015 Service Levels.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Government Decision Making Processes	8,405.7	8,543.6	(188.7)	8,354.9	(50.8)	(0.6%)		**8,354.9**	(50.8)	(0.6%)	176.9	2.1%	99.9	1.2%
Government & Official Services	9,525.6	9,542.2	(207.3)	9,335.0	(190.6)	(2.0%)		**9,335.0**	(190.6)	(2.0%)	(533.8)	(5.7%)	347.6	3.9%
Provincially Delegated Services	2,287.1	2,734.8	(657.4)	2,077.5	(209.6)	(9.2%)		**2,077.5**	(209.6)	(9.2%)	40.0	1.9%	22.5	1.1%
Total Gross Exp.	20,218.4	20,820.6	(1,053.3)	19,767.3	(451.0)	(2.2%)		**19,767.3**	(451.0)	(2.2%)	(316.9)	(1.6%)	470.0	2.4%
REVENUE														
Government Decision Making Processes	569.0	471.8		471.8	(97.2)	(17.1%)		**471.8**	(97.2)	(17.1%)	3.3	0.7%	2.8	0.6%
Government & Official Services	1,679.2	1,180.0		1,180.0	(499.3)	(29.7%)		**1,180.0**	(499.3)	(29.7%)	(877.8)	(74.4%)	7.7	2.5%
Provincially Delegated Services														
Total Revenues	2,248.2	1,651.8		1,651.8	(596.4)	(26.5%)		**1,651.8**	(596.4)	(26.5%)	(874.5)	(52.9%)	10.5	1.3%
NET EXP.														
Government Decision Making Processes	7,836.7	8,071.7	(188.7)	7,883.0	46.3	0.6%		**7,883.0**	46.3	0.6%	173.6	2.2%	97.0	1.2%
Government & Official Services	7,846.3	8,362.2	(207.3)	8,155.0	308.6	3.9%		**8,155.0**	308.6	3.9%	344.0	4.2%	339.9	4.0%
Provincially Delegated Services	2,287.1	2,734.8	(657.4)	2,077.5	(209.6)	(9.2%)		**2,077.5**	(209.6)	(9.2%)	40.0	1.9%	22.5	1.1%
Total Net Exp.	17,970.1	19,168.8	(1,053.3)	18,115.5	145.4	0.8%		**18,115.5**	145.4	0.8%	557.6	3.1%	459.5	2.4%
Approved Positions	177.9	187.9	(7.0)	180.9	3.0	1.7%		**180.9**	3.0	1.7%	(7.9)	(4.3%)		

The ***Make Government Work Service*** enables City Council to govern and represent the citizens and the City of Toronto, maintains transparency and accessibility of government decision making processes, provides administrative support to elected officials and accountability officers to allow them to perform their roles and responsibilities, deliver protocol and official services for Canada's largest and most diverse City and delivers provincially delegated services for the City in accordance with legislation and customer service standards.

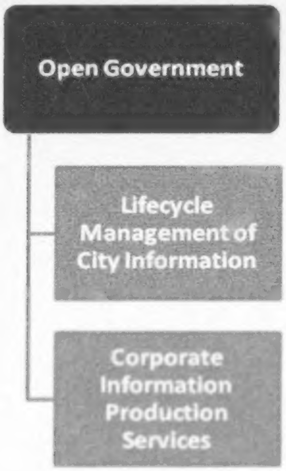
The Make Government Work Service's 2016 Operating Budget of $19.767 million gross and $18.116 million net is $0.145 million or 0.8% over the 2015 Approved Net Budget.

Base budget pressures unique to the Make Government Work service are primarily due to the following:

- Salary and benefit adjustments (step increases, progression pay, re-earnable lump sum pay, gapping and benefit) result in an increase of $0.175 million net.
- A reversal of a one-time 2015 gapping results in an increase of $0.188 million net.
- A reversal of prior year's protocol support to 2015 PanAm and Para PanAm games results in the reduction of a 0.6 temporary position and $0.889 million and $0 net as this was funded from the Major Special Events Reserve Fund.
- Operating impacts of $0.278 million net from capital for 2.8 permanent positions to sustain the following systems: TMMIS (1 position), Lobbyist Registrar SOGR and Mobile Device 1.0 position and Council Transition project (0.8 position).
- A net impact of 2.9 temporary capital positions, $0.286 million gross and $0 net is required to deliver 2016 capital projects.
- New and emerging business demands in delivering services related to Make Government Work for 6.0 positions result in an increase of $0.549 million net.

In order to offset the above pressures, the 2016 service changes for Make Government Work consists of base expenditure changes of $0.275 million, and service efficiency savings of $0.778 million, as detailed below:

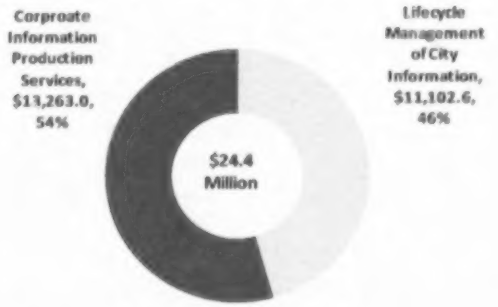
Open Government


Open Government
Lifecycle Management of City Information
Corporate Information Production Services

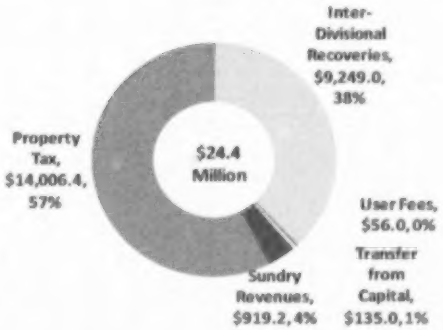
What We Do

- Ensure information policy framework is in place to enhance public confidence in the government in the collection and use of information, and in making them accessible and transparent
- Provide leadership on corporate information management policies, standards and strategies
- Support information management practices in all City programs
- Direct appropriate public access to City information
- Deliver top-quality and efficient corporate print/photocopy and mail services

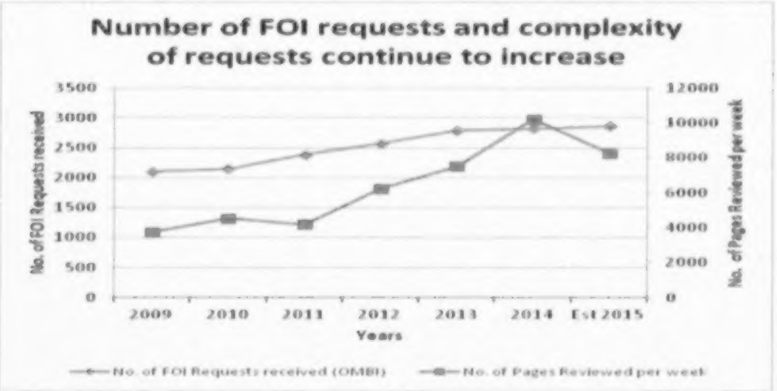
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Number of FOI Requests



- The number of pages reviewed per week has been increasing since 2009 and this reflects the complexity of the requests and the large volumes of information being requested.

2016 Service Levels

Open Government

		Service Levels			
Activity	**Type**	**2013**	**2014**	**2015**	**2016**
Lifecycle Management of City Information	Access to information	Process 80% of freedom of information access requests within legislated requirement of 30 days.	Compliance rate might decrease as FOI requests continue to be more complex	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Statutory Service Level: Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Lifecycle management of records	**Statutory Service Level:** Manage records in accordance with legislated requirements.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	**Statutory Service Level:** Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
Corporate Information Production Services	External and internal mail	External mail Processed within 24 hours. Internal mail distribution to 256 city locations every day with 48-hour turnaround for inter-office mail	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.	Continue current service level except where new legislation, changing demands or pressures from reduced resources necessitate adjustment.
	Print/photocopy City information	Process jobs within budget and timelines of client			

The 2016 Service Levels are consistent with the approved 2015 Service Levels.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget										Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget			2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%		$	%	$	%
GROSS EXP.															
Lifecycle Management of City Information	11,195.2	11,401.0	(298.4)	11,102.6	(92.7)	(0.8%)		**11,102.6**	(92.7)	(0.8%)		334.0	3.0%	(31.4)	(0.3%)
Corproate Information Production Services	12,575.4	13,668.2	(405.2)	13,263.0	687.6	5.5%		**13,263.0**	687.6	5.5%		438.3	3.3%	618.3	4.5%
Total Gross Exp.	23,770.7	25,069.2	(703.6)	24,365.6	594.9	2.5%		**24,365.6**	594.9	2.5%		772.3	3.2%	586.9	2.3%
REVENUE															
Lifecycle Management of City Information	922.0	782.2		782.2	(139.8)	(15.2%)		**782.2**	(139.8)	(15.2%)		2.8	0.4%	(134.5)	(17.1%)
Corproate Information Production Services	8,975.4	9,492.9	84.1	9,577.0	601.6	6.7%		**9,577.0**	601.6	6.7%		2.4	0.0%	411.5	4.3%
Total Revenues	9,897.5	10,275.1	84.1	10,359.2	461.7	4.7%		**10,359.2**	461.7	4.7%		5.2	0.1%	277.0	2.6%
NET EXP.															
Lifecycle Management of City Information	10,273.2	10,618.8	(298.4)	10,320.4	47.2	0.5%		**10,320.4**	47.2	0.5%		331.2	3.2%	103.1	1.0%
Corproate Information Production Services	3,600.0	4,175.3	(489.3)	3,686.0	86.0	2.4%		**3,686.0**	86.0	2.4%		435.8	11.8%	206.8	5.0%
Total Net Exp.	13,873.2	14,794.1	(787.7)	14,006.4	133.2	1.0%		**14,006.4**	133.2	1.0%		767.0	5.5%	309.9	2.1%
Approved Positions	198.3	198.0		198.0	(0.3)	(0.1%)		**198.0**	(0.3)	(0.1%)				(1.0)	(0.5%)

The ***Open Government Service*** provides leadership on corporate information management policies, standards and strategies, supports information management practices in all City programs, directs appropriate public access to City information and delivers top-quality and efficient corporate print/photocopy and mail services.

The Open Government Service's 2016 Operating Budget of $24.366 million gross and $14.006 million net is $0.133 million or 1.0% over the 2015 Approved Net Budget.

Base budget pressures in Open Government Service are primarily due to the following:

- Salary and benefit adjustments (including step increases, progression pay, re-earnable lump sum, gapping and benefit adjustments) result in an increase of $0.353 million net.
- Operating impacts of $0.052 million net from capital are required for the sustainment of the Forms Management project and the Records Centre Tracking System SOGR project.
- The reversal of a one-time 2015 gapping results in an increase of $0.248 million net.
- The reversal of one time 2015 revenue in the Records Centre results in an increase of $0.127 million net.
- The reversal of prior capital project delivery results in a decrease of 0.3 temporary positions and $0.023 million gross and $0 net.
- Inflationary increases for non-payroll items results in an increase of $0.153 million net.
- IDC/IDR reconciliation to reflect actual requirements result in a decrease of $0.012 million net.

In order to offset the above pressures, the 2016 service changes for Open Government consists of base expenditure changes of $0.417 million, service efficiency savings of $0.286 million, and revenue changes or adjustments of $0.084 million, as detailed below:

- *Base Expenditure Changes (savings of $0.417 million gross and net)*
- *Service Efficiencies (savings of $0.286 million gross and net)*
- *Revenue Adjustments (savings of $0.084 million net)*

City Clerk's Office

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The City Clerk's Office provides the foundation for municipal government in Toronto, realized through the delivery of their services of electing government, making government work and opening government.

The City Clerk's Office is responsible for assets valued at $78.178 million providing the systems, information and tools to support the City Clerk's mission of building public trust and confidence in local government.

The 10-Year Capital Plan provides funding of $54.715 million to enable the City Clerk's Office to deliver its legislated responsibilities in elections, supporting Council decision-making, and providing lifecycle management of City information.

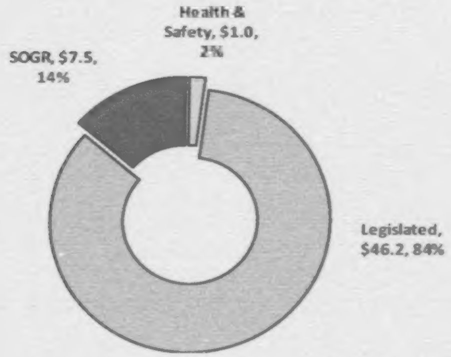
2016 Capital Budget Highlights

The 2016 Capital Budget for the City Clerk's Office of $5.917 million, excluding carry forward funding, will provide funding, including for:

- ✓ Deliver and upgrade the current tabulators for the *Voting Equipment Upgrade* project ($1.682 million), for use in the 2018 and 2022 Municipal Elections.
- ✓ Continue the *Toronto Election Management System* project ($1.800 million), a multi-module system that supports all aspects of the municipal election.
- ✓ Continue with *Information Management Infrastructure* project ($1.243 million).
- ✓ Continue the *Archives Strategic Plan Implementation* project ($0.875 million) which is key to providing the public with access to and managing the lifecycle of City information.

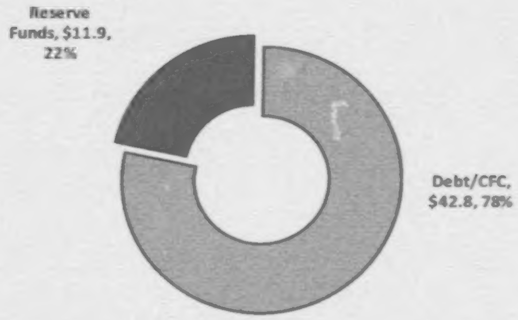
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$54.715 Million

2016-2025 Capital Budget and Plan by Funding Source



$54.715 Million

Where does the money go?

- Legislated projects of $46.158 million including:
  - Replacement of New Voting Equipment project $16.200 million
  - Toronto Election Management System (TEMS) project $9.745 million.
- State of Good Repair (SOGR) projects of $7.535 million including:
  - Infrastructure to Support Council/Committee Meetings project $1.600 million,
  - Archives Strategic Plan Implementation project $1.450 million.
- Health and Safety projects $1.022 million including:
  - City Clerk's Office Health & Safety Remediation project $0.837 million.

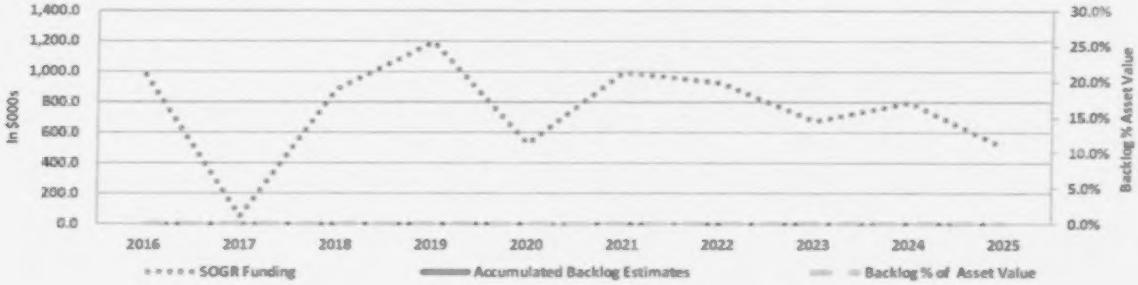
Where does the money come from?

The City Clerk's Office 10-Year Capital Plan is funded by 2 major sources, debt and Reserves/Reserve Funds:

- Debt funding of $42.835 million comprises 78.3% of the City Clerk's Office 10-year capital funding.
- Reserves/Reserve Funds of $11.880 million or 21.7%. The Elections Reserve Fund will primarily be utilized to address election-related needs and the Equipment Reserve Fund for the replacement of printing and records / archives equipment.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $7.535 million for State of Good Repair to address the backlog. The prior year SOGR backlog was 1.0% of asset replacement value and will be eliminated by 2016 as reflected in the chart below.

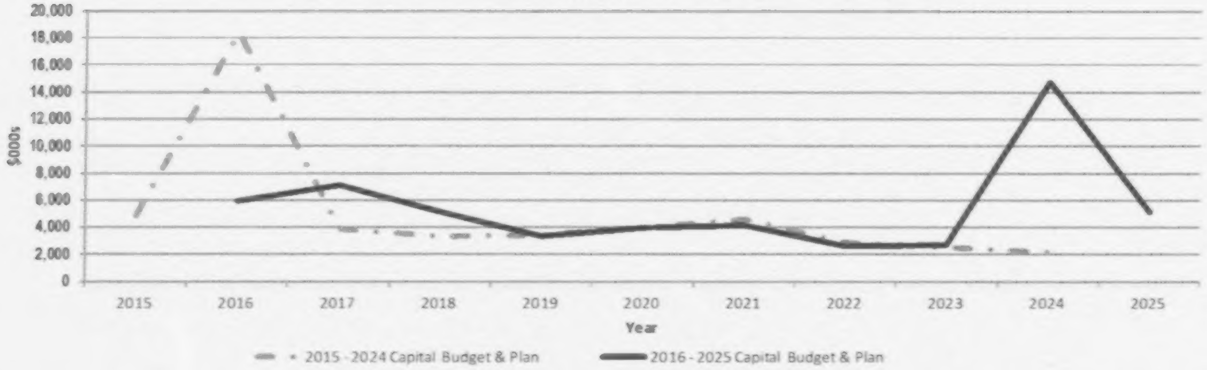


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $4.302 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $4.302 million or 9.5% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	4,853	18,386	3,882	3,350	3,465	4,005	4,625	2,900	2,500	2,200		**50,166**
2016 - 2025 Capital Budget & Plan		5,917	7,133	5,100	3,345	3,945	4,125	2,650	2,700	14,700	5,100	**54,715**
Change %		(67.8%)	83.7%	52.2%	(3.5%)	(1.5%)	(10.8%)	(8.6%)	8.0%	568.2%		**9.1%**
Change $		(12,469)	3,251	1,750	(120)	(60)	(500)	(250)	200	12,500		**4,549**

The $4.549 million increase in the Capital Program largely reflects the change in the timing for the Vote Counting Equipment which assumes the upgrade of existing vote counting equipment, for 2018 and 2022, delaying the requirement of their replacement for the 2026 municipal election.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $4.302 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the current assessment of capital needs and the reprioritization of the City Clerk's Office capital projects. This plan may need to be adjusted, depending on Council's decision regarding elections equipment.

The following table details the projects, by category, included within the 2016 – 2025 Capital Budget and Plan for the City Clerk's Office:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
City Clerk's Office Health & Safety Remediation	500									258	579	**837**	837
Mail Security and Mail Room Upgrades	185									185		**185**	185
Sub-Total	**685**									**443**	**579**	**1,022**	**1,022**
Legislated													
Replacement of New Voting Equipment									200	13,000	3,000	**16,200**	16,200
Voting Equipment Upgrade	15,610	1,682	1,883									**3,565**	3,715
Information Management Infrastructure:	11,257												14,537
- EDRMS		380	1,825		500	1,000	1,053	444	350			**5,552**	
- Open Information		863	1,580	1,260	400	500						**4,603**	
- Forms Management													
Toronto Election Management System (TEMS)	14,600	1,800	1,475	1,500	420	1,375	1,525	525	425	200	500	**9,745**	16,375
City Clerk's Office Business Systems	1,092	102	105	335	110	110	112	114	120	125	386	**1,619**	1,619
Council Transition Requirements	3,405		100	1,000	300			200	300			**1,900**	2,610
Council Business Systems	-	115	115	120	120	125	125	127	130	132	135	**1,244**	1,244
Toronto Meeting Management Information System (TMMIS)													
SOGR	1,230				300	305	310	315				**1,230**	1,230
Public Appointments Information System									500			**500**	500
Sub-Total	**47,195**	**4,942**	**7,083**	**4,215**	**2,150**	**3,415**	**3,125**	**1,725**	**2,025**	**13,457**	**4,021**	**46,158**	**58,031**
State of Good Repair													
Infrastructure to Support Council/Committee Meetings	3,075			600						500	500	**1,600**	2,585
Archives Strategic Plan Implementation	2,355	875	50	60	20	80	50					**1,135**	2,374
Archives Strategic Plan Implementation SOGR	1,710							475	675	300		**1,450**	1,710
Printing Equipment Replacement Plan	1,650	100		125	1,175							**1,400**	1,400
IP Workflow Management System SOGR	1,200					400	400	400				**1,200**	1,200
Wedding Chambers Renovations	500						500					**500**	500
Records Centre Tracking System	600			100		50	50	50				**250**	400
Sub-Total	**11,090**	**975**	**50**	**885**	**1,195**	**530**	**1,000**	**925**	**675**	**800**	**500**	**7,535**	**10,169**
Total Expenditures by Category (excluding carry forward)	**58,970**	**5,917**	**7,133**	**5,100**	**3,345**	**3,945**	**4,125**	**2,650**	**2,700**	**14,700**	**5,100**	**54,715**	**69,222**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)*

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Council Transition System Changes	125.0	1.3									125.0	1.3		
TMMIS Phase 3	102.0	1.0									102.0	1.0		
EDRMS			32.0		248.0						280.0	-		
Forms Management	32.0	0.3									32.0	0.3		
Records Centre Tracking System SOGR	20.0										20.0	-		
Total (Net)	279.0	2.5	32.0	-	248.0	-	-	-	-	-	559.0	2.5	-	-

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $0.559 million net over the 2016 – 2025 period, as shown in the table above.

- This is comprised of funding to sustain the following capital projects:
  - *Council Transition System Changes* – $0.125 million, 1.3 positions
  - *Toronto Meeting Management Information System* - $0.102 million, 1.0 position
  - *Forms Management project* - $0.032 million, 0.3 position
  - *Records Centre Tracking System SOGR project* - $0.020 million
  - Additional funding of $0.032 million and $0.248 million will be required in 2017 and 2018 respectively to support and maintain the EDRMS project once it is completed and operationalized.
- These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

POSITIVE SPACE
TORONTO
Employee Engagement
Count Yourself In
Workforce Survey
TORONTO PUBLIC SERVICE WEEK
Proudly Serving Toronto
SEPTEMBER 21-25, 2015

City Manager's Office

2016 OPERATING BUDGET OVERVIEW

The City Manager leads the municipal administration and provides guidance and advice to Council on the City's fiscal, organizational, intergovernmental and service priorities. The City Manager is accountable to Council for the policy direction and program delivery of all divisions and provides Executive Management, Strategic & Corporate Policy, Strategic Communications, Equity, Diversity & Human Rights, Internal Audit and Human Resources leadership services

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $54.915 million gross and $47.026 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	55,757.2	54,915.1	(842.1)	(1.5
Gross Revenues	8,375.7	7,889.1	(486.6)	(5.8
Net Expenditures	**47,381.5**	**47,026.0**	**(355.5)**	**(0.8**

The 2016 Operating Budget of $54.915 million gross and $47.026 million net is $0.356 million or 0.8% below the 2015 Approved Budget of $47.382 million net and provides $1.301 million net in funding for base budget increases, which have been offset by base expenditure reductions of $0.130 million, service efficiency savings of $1.486 million and revenue adjustments of $0.040 million.

Fast Facts

- Supported approximately 34,000 full and part-time employees
- Received more than 250,000 job applications and filled over 7,300 positions excluding recreation workers (as of October 31, 2015)
- Reached close to 770,000 potential job candidates on CityTOjobs Facebook page and CityTOjobs Twitter account has over 9,000 followers (as of October 31, 2015)
- Issued approximately 650 news releases and advisories
- Reached approximately 150,000 Twitter followers on @TorontoComms
- Logged approximately 5,000 media contacts
- Administered over 200 Council requests, correspondence and meetings related to federal and provincial government legislation and regulatory changes and policy initiatives
- Engaged more than 100,000 participants in public meetings, open houses, focus groups, advisory committees and surveys across all City divisions
- Achieved over 90% of 616 recommendations to enhance internal controls issued by Internal Audit since 2005 have been accepted and implemented by City divisions
- Responded to over 1,000 human rights related enquiries and complaints from employees and residents

2016 Operating Budget Highlights

- The 2016 Operating Budget of $47.026 million net is $0.356 million or 0.8% below the 2015 Approved Budget of $47.382 million net and provides funding for: Executive Management, Strategic & Corporate Policy, Internal Audit, Strategic Communications, Equity, Diversity & Human Rights, and Human Resources.
- 2016 Operating Budget is 0.8% below the 2015 Budget through measures taken.

2015 Key Service Accomplishments

In 2015, the City Manager's Office accomplished the following:

- ✓ Supported the day-to-day operations of the City Manager Office including the development, implementation and administration of City polices and the planning, development and delivery of programs and services to the residents and businesses of Toronto.
- ✓ Implemented the Toronto Public Service By-law for the in-force date of December 31, 2015
- ✓ Established a Service Level Agreement setting out the basis on which the City of Toronto Internal Audit Division will provide internal audit services to the Toronto Police Services Board.
- ✓ Successfully delivered on the internal and external communications plan to support the City's role as Host City for the 2015 Pan Am/Parapan Am Games.
- ✓ Through a shared services agreement with the Toronto Police Services Board, conducted negotiations and successfully reached a negotiated settlement with the Toronto Police Association.
- ✓ Advanced Talent Blueprint goals: launched the first corporate wide Employee Engagement Survey; launched a new executive development program, a new Director Development e-learning package and new courses on transition to Supervisor and transition to Management.
- ✓ Managed hiring processes across the City resulting in the filling of over 7,300 temporary, permanent and part-time positions and delivered approximately 500 final management and exempt job profiles and final job evaluations as part of a revised and shorter job evaluation process.
- ✓ Enhanced the health of employees generally and at work through the development of programming to support the Psychological Health and Safety policy and launched a Mental Health Website.
- ✓ Produced EDHR Strategic Plan 2015-2018 and administered a new online reporting system for divisions and Agencies and Corporations on their EDHR achievements.

Our Service Deliverables for 2016

The 2016 Operating Budget of $54.915 million gross and $47.026 million net will:

Executive Management:

- Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to residents and businesses of Toronto.

Strategic & Corporate Policy:

- Provide leadership and professional analysis and advice to the City Manager and Council on intergovernmental and agency relations, government-wide initiatives and policy development, the City's strategic planning process, administrative and Council governance and organizational structures, and civic engagement.

***Internal Audit*:**

- Identify and evaluate exposures to risk and to help strengthen risk management and controls in program areas across the City.

***Strategic Communications*:**

- Provide strategic communications advice and develop and implement communications, media relations and issues management plans for all corporate divisional and partnership initiatives.

Equity Diversity and Human Rights:

- Provide leadership and expert advice to the Toronto Public Service to ensure that City programs and policies are consistent with legislative requirements and are responsive to the needs of Toronto's diverse communities.

***Human Resources*:**

- Provide leadership and promote excellence in human resources management to enable the City to achieve its service and business objectives through its core services of employee & labour relations, employment services, organization & employee effectiveness, and safe & healthy workplaces.

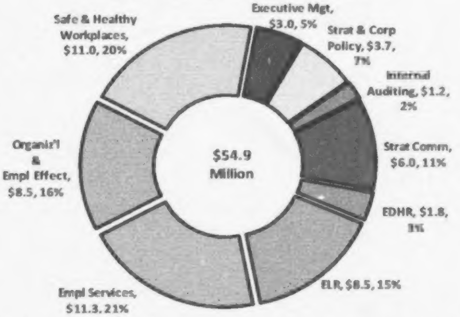
Trends

- Declining cost of workplace injuries (WSIB)
- Increasing number of grievances resolved at mediation, prior to arbitration
- Increasing use of social media for interaction with the public

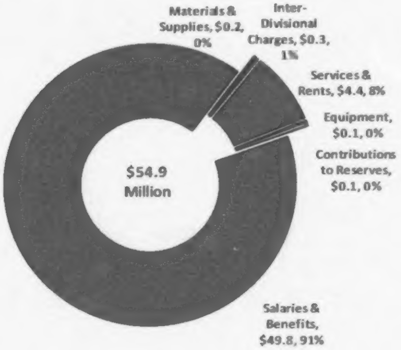
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

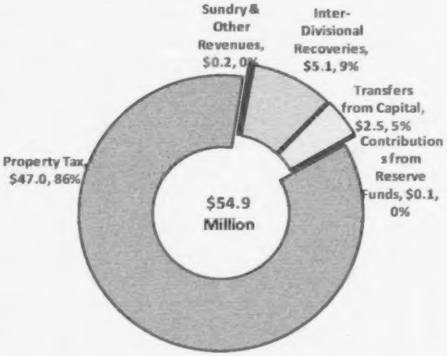


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

Provide Corporate Oversight

- Build capacity for continuous improvement
- Advocate for the City's interests with governments and agencies
- Expand social media strategies for recruitment and branding
- Implement equity, diversity and human rights initiatives across the Toronto Public Service

Collective Bargaining

- Lead and manage the Collective Bargaining process with TCEU Local 416, CUPE Local 79, Association of Community Centres L2998, and for Exhibition Place.

Health & Safety

- Continue to advance the *Target Zero* Continuous Improvement initiatives and create an embedded safety culture aimed to decrease workplace injuries and associated personal and financial costs.

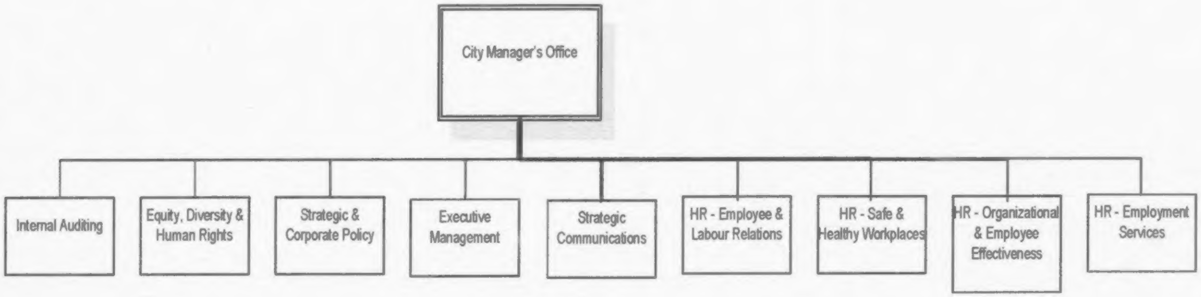
Participatory Budgeting

- Develop the next phase of participatory budget program which may include the use of web-based technology and at multiple locations.

Ward Boundary Review

- Co-ordinate the third-party ward boundary review report to Council with options and a recommendation for consideration.

Program Map


City Manager's Office
Internal Auditing
Equity, Diversity & Human Rights
Strategic & Corporate Policy
Executive Management
Strategic Communications
HR - Employee & Labour Relations
HR - Safe & Healthy Workplaces
HR - Organizational & Employee Effectiveness
HR - Employment Services

Service Customer

Executive Management

- City Division, Agencies & Corporations
- Council & Mayor
- Deputy City Manager
- Public
- Other orders of government

Strategic & Corporate Policy
- City Division, Agencies & Corporations
- Council & Mayor
- Deputy City Managers
- Public
- Other orders of government

Strategic Communications

- Public
- City Divisions, Agencies & Corporations
- Media

Equity, Diversity & Human Rights
- City Division, Agencies & Corporations
- Council & Mayor
- Deputy City Managers
- Public
- Other orders of government

Internal Audit

- City Divisions, Agencies & Corporations

Human Resources
- Toronto Public Service
- City Divisions, Agencies & Corporations
- Unions & Associations
- Members of the public interested in opportunities in the Toronto Public Service

Table 1

2016 Operating Budget and Plan by Service

(In $000s)	2015		2016 Operating Budget			2016 Budget vs. 2015 Budget Approved Changes		Incremental Change			
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017 Plan		2018 Plan	
By Service	$	$	$	$	$	$	%	$	%	$	%
Executive Management											
Gross Expenditures	2,972.9	2,947.0	2,961.6		2,961.6	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.1%
Revenue					-	-	-				
Net Expenditures	2,972.9	2,947.0	2,961.6	-	2,961.6	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.1%
Strategic & Corporate Policy											
Gross Expenditures	4,378.8	4,340.7	3,606.1	138.1	3,744.1	(634.7)	(14.5%)	34.0	0.9%	(150.4)	(4.0%)
Revenue	851.5	961.8	121.2		121.2	(730.3)	(85.8%)	1.0	0.8%	(120.2)	(98.4%)
Net Expenditures	3,527.3	3,378.8	3,484.9	138.1	3,622.9	95.6	2.7%	33.0	0.9%	(30.2)	(0.8%)
Internal Audit											
Gross Expenditures	1,131.2	1,121.4	1,177.7		1,177.7	46.5	4.1%	75.6	6.4%	19.9	1.6%
Revenue	611.0	690.1	652.0		652.0	41.0	6.7%				
Net Expenditures	520.2	431.2	525.7	-	525.7	5.5	1.0%	75.6	14.4%	19.9	3.3%
Strategic Communications											
Gross Expenditures	6,461.0	6,404.7	5,975.6		5,975.6	(485.4)	(7.5%)	(8.6)	(0.1%)	69.4	1.2%
Revenue	1,577.7	1,782.0	1,143.4		1,143.4	(434.2)	(27.5%)				
Net Expenditures	4,883.4	4,622.7	4,832.2	-	4,832.2	(51.2)	(1.0%)	(8.6)	(0.2%)	69.4	1.4%
Equity, Diversity & Human Rights											
Gross Expenditures	1,807.3	1,791.5	1,826.3		1,826.3	19.0	1.1%	(29.3)	(1.6%)	40.9	2.3%
Revenue	2.5	2.8	2.5		2.5	-					
Net Expenditures	1,804.8	1,788.7	1,823.8	-	1,823.8	19.0	1.1%	(29.3)	(1.6%)	40.9	2.3%
HR Employee & Labour Relations											
Gross Expenditures	7,840.7	7,772.3	8,458.7		8,458.7	618.1	7.9%	(1,014.4)	(12.0%)	98.0	1.3%
Revenue	1,137.0	1,284.3	1,703.0		1,703.0	566.0	49.8%	(950.0)	(55.8%)		
Net Expenditures	6,703.7	6,488.1	6,755.7	-	6,755.7	52.0	0.8%	(64.4)	(1.0%)	98.0	1.5%
HR Employment Services											
Gross Expenditures	11,655.1	11,553.5	11,262.1		11,262.1	(393.0)	(3.4%)	241.6	2.1%	151.1	1.3%
Revenue	1,978.7	2,234.9	1,994.1		1,994.1						
Net Expenditures	9,676.4	9,318.5	9,268.0	-	9,268.0	(393.0)	(4.1%)	241.6	2.6%	151.1	1.6%
HR Organization & Employee Effectiveness											
Gross Expenditures	8,255.3	8,183.3	8,521.0		8,521.0	265.7	3.2%	359.1	4.2%	96.5	1.1%
Revenue	1,566.1	1,769.0	1,542.9		1,542.9	(23.2)	(1.5%)	195.4	12.7%	37.4	2.4%
Net Expenditures	6,689.1	6,414.3	6,978.1	-	6,978.1	289.0	4.3%	163.7	2.3%	59.1	0.8%
HR Safe & Healthy Workplaces											
Gross Expenditures	11,254.9	11,156.7	10,987.9		10,987.9	(266.9)	(2.4%)	477.2	4.3%	128.7	1.2%
Revenue	651.2	735.5	729.9		729.9	78.7	12.1%			-	
Net Expenditures	10,603.7	10,421.2	10,258.0	-	10,258.0	(345.7)	(3.3%)	477.2	4.7%	128.7	1.2%
Total											
Gross Expenditures	55,757.2	55,271.1	54,777.0	138.1	54,915.1	(842.1)	(1.5%)	(39.2)	0.1%	571.8	1.0%
Revenue	8,375.7	9,460.5	7,889.1	-	7,889.1	(486.6)	(5.8%)	(875.8)	(11.1%)	37.4	0.5%
Total Net Expenditures	47,381.5	45,810.7	46,888.0	138.1	47,026.0	(355.5)	(0.8%)	836.6	2.0%	534.5	1.1%
Approved Positions	445.5	428.0	431.0	1.0	432.0	(13.5)	(3.0%)				

The 2016 Operating Budget for the City Manager's Office is $54.915 million gross and $47.026 million net, representing a 0.8% decrease to the 2015 Approved Net Operating Budget.

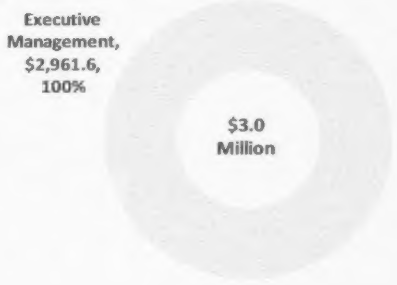
Executive Management

Executive Management

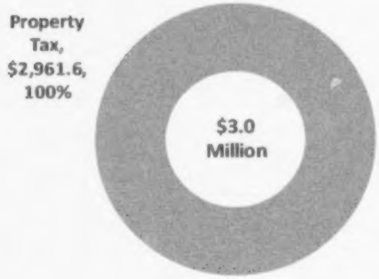
What We Do

- Provide leadership, direction and accountability on the development and delivery of quality, responsible and cost effective policies, programs and services by members of the Toronto Public Service to the residents and businesses of Toronto.
- Manage the co-ordination of staff reporting to Toronto City Council through Council, Standing Committees, Sub-Committees and Community Council.
- Provide leadership on corporate initiatives and projects that positively impact the performance and culture of the Toronto Public Services.
- Lead and coordinate Toronto's participation in developing and reporting performance and indicator results for the Ontario Municipal Benchmarking Initiative (OMBI) and Global City Indicators on service delivery and quality of life through the world Council on City Data (WCCD).
- Provide corporate support and continue to build capacity for continuous improvement initiatives such as enhancing customer service, improving operational efficiency and effectiveness.

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2016 Service Levels

Executive Management

Service	Activity	Type	Service Levels 2013	2014	2015	2016
Executive Management	Corporate Issues		95% of issues reponded to within 24 hours			95% of issues reponded to within 24 hours
	Accountability Processes		100% of ombudsman's recommendations implemented on time			100% of ombudsman's recommendations implemented on time
	Performance Management & Benchmarking	Management Information Dashboards	100% of indicators updated as per reporting frequency requirements		Update Management Information Dashboards quarterly	Update Management Information Dashboards quarterly
		Performance Measurement and Benchmarking Report			Update Performance Measurement and Benchmarking Report annually	Update Performance Measurement and Benchmarking Report annually
		World Council on City Data			Update World Council on City Data annually	Update World Council on City Data annually
		Toronto's International Rankings			Monitor Toronto's International Rankings and the City's website as required	Monitor Toronto's International Rankings and the City's website as required
	Council/Committee Agenda Management		N/A		Co-ordinate staff reporting to eight Council/Committee cycles	Co-ordinate staff reporting to eight Council/Committee cycles

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Executive Management.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Executive Management	2,972.9	3,018.7	(57.1)	2,961.6	(11.4)	(0.4%)		**2,961.6**	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.1%
Total Gross Exp.	2,972.9	3,018.7	(57.1)	2,961.6	(11.4)	(0.4%)		**2,961.6**	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.0%
REVENUE														
Executive Management														
Total Revenues														
NET EXP.														
Executive Management	2,972.9	3,018.7	(57.1)	2,961.6	(11.4)	(0.4%)		**2,961.6**	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.1%
Total Net Exp.	2,972.9	3,018.7	(57.1)	2,961.6	(11.4)	(0.4%)		**2,961.6**	(11.4)	(0.4%)	(56.3)	(1.9%)	60.7	2.0%
Approved Positions	21.0	21.0	(10.0)	11.0	(10.0)	(47.6%)		**11.0**	(10.0)	(47.6%)				

The ***Executive Management Service*** provides overall leadership and strategic direction to the City's programs, operations, policies, financial resources and investments.

The 2016 Operating Budget for Executive Management of $2.962 million gross and net is $0.011 million or 0.4% below the 2015 Approved Net Budget.

Base budget pressures in Executive Management are primarily attributable to salary and benefit adjustments (progression pay, re-earnable lump sum pay, gapping and benefit) common across all services ($0.046 million) given that 96% of this Service's budget is composed of salary and benefit costs.

In order to offset the above pressures, the 2016 service costs changes for Executive Management consist of base expenditure changes of $0.006 million and service efficiency savings of $0.051 million.

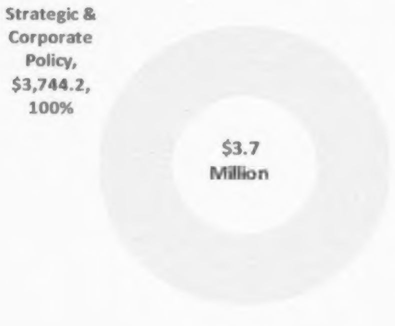
Strategic & Corporate Policy

Strategic & Corporate Policy

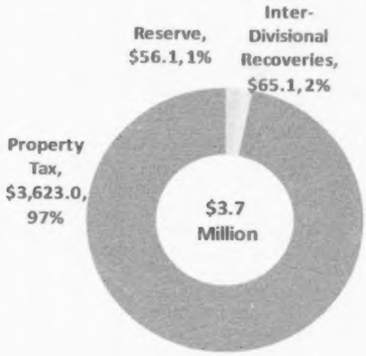
What We Do

- Provide leadership and professional analysis and advice to the City Manager and Council on intergovernmental and agency relations, government wide initiatives and policy development, the City's strategic planning process, administrative and Council governance and organizational structures, and civic engagement.
- Support Council's governance and decision-making structure and related governance matters.
- Monitor the policy framework for the Accountability Officers and report as required.
- Provide corporate oversight and coordination across governments, divisions and agencies for portfolio of transit expansion projects including SmartTrack, Scarborough Subway extension, Eglinton Crosstown.
- Monitor implementation of the Toronto Public Service By-law which is in-force as of December 31, 2015.
- Provide oversight to the Ward Boundary Review including project management of the third party firm conducting the review and public. consultation, and coordinate report to Council
- Develop and deliver city-wide civic engagement activities and programs andlead implementation of next phase of Participatory Budgeting program as directed following evaluation of the pilot.

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2016 Service Levels

Strategic & Corporate Policy

Service	Activity	Service Levels				
		Type	2013	2014	2015	2016
Strategic & Corporate Policy	Government-Wide Initiatives		N/A	To develop and delivery corporate-level policy and governance requirements to advance Council's goals. To respond to requests received for policy or civic engagement advice within 24 hours 95% of the time To complete 100% of staff requests for policy or civic engagement advice To post civic engagement activities as provided by City divisions to the City's website in 24 hours 95% of the time	Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council	Develop and deliver government wide policy initiatives and civic engagement programs on behalf of the City Manager and City Council
					Respond to all requests for civic engagement advice	Respond to all requests for civic engagement advice
					Effectively coordinates strategic initiatives with key stakeholders and partners	Effectively coordinates strategic initiatives with key stakeholders and partners
	Inter-governmental Relations		N/A	Develop and deliver the City's corporate intergovernmental strategy to advance Council's goals, in consultation with City divisions and agencies Administer the Toronto-Ontario Consultation and Cooperation Agreement and respond to requests from the Province of Ontario within 24 hours 95% of the time Coordinate and complete all Council directed correspondence with other governments and related associations annually and by each term of Council Prepare advice and address all City governance and accountability requirements per relationship frameworks and shareholder directions of City agencies and corporations Coordinate and complete all Council requirements as sole shareholder of City Corporations related to the holding of Annual General Meetings and the review of audited financial statements within the legislated fifteen month timeframe	Advise on and deliver the City's corporate intergovernmental strategy and support formal government-to-government relations and funding agreements on behalf of the City Manager, Mayor and Council	Advise on and deliver the City's corporate intergovernmental strategy and support formal government-to-government relations and funding agreements on behalf of the City Manager, Mayor and Council
					Complete all required formal submissions, correspondence and meetings with other governments and associations	Complete all required formal submissions, correspondence and meetings with other governments and associations
					Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds	Administer all federal and provincial funding and governance agreements in compliance with government requirements to achieve the City's interests and share of funds
	Governance		N/A	To respond to requests received for governance and organizational advice within 24 hours 95% of the time To complete 100% of requested service efficiency studies of City programs and services	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions	Advise on and support governance and decision making structures including Council, Committees, delegation of Council authority, and the City's Accountability functions
					Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations	Coordinate the City's interests with Agencies and Corporations including completion of all sole shareholder requirements for City Service Corporations
					Effectively coordinate governance-related initiatives with key stakeholders and partners	Effectively coordinate governance-related initiatives with key stakeholders and partners

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Strategic & Corporate Policy.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Strategic & Corporate Policy	4,378.8	3,753.2	(147.1)	3,606.1	(772.8)	(17.6%)	138.1	**3,744.1**	(634.7)	(14.5%)	34.0	0.9%	(150.4)	(4.0%)
Total Gross Exp.	4,378.8	3,753.2	(147.1)	3,606.1	(772.8)	(17.6%)	138.1	**3,744.1**	(634.7)	(14.5%)	34.0	0.9%	(150.4)	(4.1%)
REVENUE														
Strategic & Corporate Policy	851.5	121.2		121.2	(730.3)	(85.8%)		**121.2**	(730.3)	(85.8%)	1.0	0.8%		
Total Revenues	851.5	121.2		121.2	(730.3)	(85.8%)		**121.2**	(730.3)	(85.8%)	1.0	0.8%		
NET EXP.														
Strategic & Corporate Policy	3,527.3	3,632.0	(147.1)	3,484.9	(42.4)	(1.2%)	138.1	**3,622.9**	95.6	2.7%	33.0	0.9%	(150.4)	(4.1%)
Total Net Exp.	3,527.3	3,632.0	(147.1)	3,484.9	(42.4)	(1.2%)	138.1	**3,622.9**	95.6	2.7%	33.0	0.9%	(150.4)	(4.3%)
Approved Positions	29.0	26.0		26.0	(3.0)	(10.3%)	1.0	**27.0**	(2.0)	(6.9%)				

The ***Strategic & Corporate Policy Service*** ensures responsiveness to City Council and citizens, facilitates improved service delivery, promotes the City's interests in legislative affairs, and sets policy for initiatives. This service provides advice and support to the City Manager and Council on intergovernmental matters including the administration of agreements and funding programs with other orders of government, governance and decision making structures for Council and its agencies and corporations, and undertakes government-wide policy initiatives including participatory engagement activities to support Council decision making.

The 2016 Operating Budget for Strategic & Corporate Policy of $3.744 million gross and $3.623 million net is $0.096 million or 2.7% over the 2015 Approved Net Budget.

Base budget pressures in Strategic & Corporate Policy are primarily attributable to:

- Salary and benefit adjustments common across all services ($0.105 million).
- The reversal of one-time funding for the Ward Boundary Review ($0.320 million gross and $0 net).
- The reversal of 3.0 temporary positions and one time funding for the co-ordination of the City's support to the PanAm and ParaPanAm games ($0.410 million gross and $0 net).

In order to offset the above pressures, the 2016 service cost changes for Strategic & Corporate Policy consists of base expenditure changes of $0.007 million and service efficiency savings of $0.140 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of $0.007 million.
- Gapping a Senior Corporate Management and Policy Consultant results in a savings of $0.140 million.
  - ➢ During this period the Service area will conduct an analysis and monitor the impact on deliverables and outcomes, in order to determine if a permanent reduction will have a significant impact in time for the 2017 Budget process.
- The 2016 Operating Budget includes funding of $0.138 million for 1.0 temporary position to continue the Participatory Budgeting in order to conduct a proper evaluation of the benefits of the participatory budgeting model.

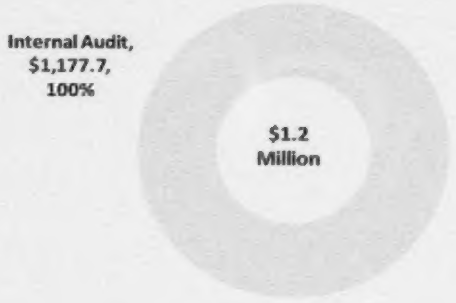
Internal Audit

Internal Audit

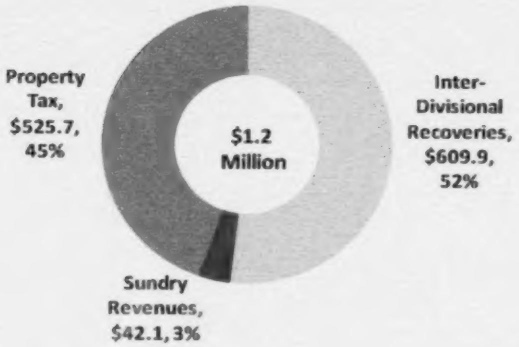
What We Do

- Identify and evaluate exposures to risk to help strengthen risk management and controls in program areas across the City.
- Provide objective assurance and advice to help mitigate business risks, improve operations, as well as promote/assure fiscal responsibility, accountability and compliance with applicable policies and procedures.
- Provide advice on the design and development of new or enhanced programs, policies, processes or information systems.
- Perform compliance, operational, financial, forensic, and internal control reviews of City operations.

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2016 Service Levels

Internal Audit

Service	Activity	Type	Service Levels			
			2013	2014	2015	2016
Internal Auditing	Business & Risk Consulting		To develop workplan based on assessment of risk and available resources.		Prioritize requests for review/audit based on assessment of risk	Prioritize requests for review/audit based on assessment of risk
			N/A	N/A	Respond to requests for advice within two business days	Respond to requests for advice within two business days
	Audit Reporting		Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.			Obtain an average score of 4 out of 5 in the client satisfaction surveys pertaining to all audit completed.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Internal Audit.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Internal Audit	1,131.2	1,180.0	(2.3)	1,177.7	46.5	4.1%		**1,177.7**	46.5	4.1%	75.6	6.4%	19.9	1.6%
Total Gross Exp.	1,131.2	1,180.0	(2.3)	1,177.7	46.5	4.1%		**1,177.7**	46.5	4.1%	75.6	6.4%	19.9	1.6%
REVENUE														
Internal Audit	611.0	612.0	40.0	652.0	41.0	6.7%		**652.0**	41.0	6.7%				
Total Revenues	611.0	612.0	40.0	652.0	41.0	6.7%		**652.0**	41.0	6.7%				
NET EXP.														
Internal Audit	520.2	568.0	(42.3)	525.7	5.5	1.0%		**525.7**	5.5	1.0%	75.6	14.4%	19.9	3.3%
Total Net Exp.	520.2	568.0	(42.3)	525.7	5.5	1.0%		**525.7**	5.5	1.0%	75.6	14.4%	19.9	3.2%
Approved Positions	8.0	8.0		8.0				**8.0**				0.0%		

The ***Internal Audit Service*** identifies and evaluates exposure to risk to help strengthen risk management and controls in program areas within City divisions, agencies and corporations, provides objective assurance and advice to help clients mitigate business risks, improve operations by promoting/assuring fiscal responsibility, accountability and compliance with various policies and legislation. It also annually reports work plan and previous year's achievements to Audit Committee.

The 2016 Operating Budget for Internal Audit of $1.178 million gross and $0.526 million net is $0.005 million or 1.0% over the 2015 Approved Net Budget.

- Base budget pressures in Internal Audit are primarily attributable to salary and benefit adjustments common across all services ($0.048 million).

In order to offset the above pressures, the 2016 the service cost changes for Internal Audit consists of base expenditure changes of $0.002 million and revenue adjustments of $0.040 million net, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of $0.002 million.
- Increasing recoveries from existing Programs will result in a revenue increase of $0.040 million.

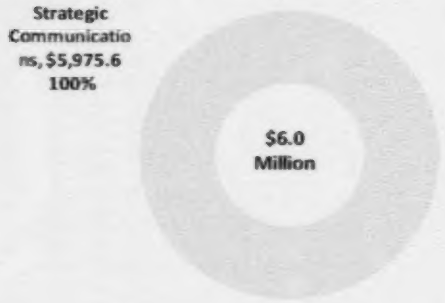
Strategic Communications

Strategic Communications

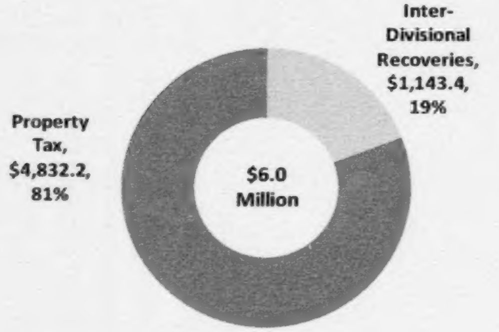
What We Do

- Provide strategic communications advice and develop and implement communications, media relations and issues management plans for all corporate, divisional and partnership initiatives.
- Provide crisis communications leadership during emergency incidents and extreme weather events.
- Design and implement public education, promotional and advertising programs across the City.
- Provide digital communications leadership for the ongoing evolution of the City's website and social media strategies.
- Manage the City's Corporate Identity Program and use of City intellectual property.

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2016 Service Levels

Strategic Communications

		Service Levels			
Activity	**Type**	**2013**	**2014**	**2015**	**2016**
Advertising/ Corporate Identity Management	Advertising			Provide media buying and advertising plans within specified divisional budgets 100% of the time	Provide media buying and advertising plans within specified divisional budgets 100% of the time
	Statutory Advertisements & By-law Notices	100% of statutory advertisements placed within required time and By-law notices placed 15 days after By-law has passed 100% of the time		100% of statutory advertisements and By-law notices placed within required timelines	100% of statutory advertisements and By-law notices placed within required timelines
Public Communications	Comminication Plans	Our Toronto newsletter published three times yearly and delivered to 1 million households		Develop and deliver corporate and divisional communications plans to advance Council and divisional priorities	Develop and deliver corporate and divisional communications plans to advance Council and divisional priorities
	Communications Products			Produce communications products within deadline 95% of the time	Produce communications products within deadline 95% of the time
	Website			Update the homepage of the website on a minimum twice weekly basis	Update the homepage of the website on a minimum twice weekly basis
Internal Communications	Communication Advice	N/A		Respond to requests and internal communications advice within one business day 95% of the time	Respond to requests and internal communications advice within one business day 95% of the time
	Communications Products	City News Summary distributed electronically by 7:00 AM daily 98% of the time		Develop and deliver internal communications products by deadline 95% of the time.	Develop and deliver internal communications products by deadline 95% of the time.
	Communications Plans	N/A		Develop and deliver internal communications plans to support staff engagement strategies	Develop and deliver internal communications plans to support staff engagement strategies
Media Relations	Proactive media relations	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries		Proactively engage media to promote corporate and divsional initiatives	Proactively engage media to promote corporate and divsional initiatives
	Reactive media relations	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries		Respond to media inquiries within 24 hours 98% of the time	Respond to media inquiries within 24 hours 98% of the time
	Issues Management	Twitter followers 15,000. Review and distribute 400 media advisories and releases, handle 3000 media inquiries		Respond to requests for issues management advice within the same day, 95% of the time	Respond to requests for issues management advice within the same day, 95% of the time

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Strategic Communications.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Strategic Communications	6,461.0	6,298.0	(322.4)	5,975.6	(485.4)	(7.5%)		**5,975.6**	(485.4)	(7.5%)	(8.6)	(0.1%)	69.4	1.2%
Total Gross Exp.	6,461.0	6,298.0	(322.4)	5,975.6	(485.4)	(7.5%)		**5,975.6**	(485.4)	(7.5%)	(8.6)	(0.1%)	69.4	1.1%
REVENUE														
Strategic Communications	1,577.7	1,143.4		1,143.4	(434.2)	(27.5%)		**1,143.4**	(434.2)	(27.5%)				
Total Revenues	1,577.7	1,143.4		1,143.4	(434.2)	(27.5%)		**1,143.4**	(434.2)	(27.5%)				
NET EXP.														
Strategic Communications	4,883.4	5,154.6	(322.4)	4,832.2	(51.2)	(1.0%)		**4,832.2**	(51.2)	(1.0%)	(8.6)	(0.2%)	69.4	1.4%
Total Net Exp.	4,883.4	5,154.6	(322.4)	4,832.2	(51.2)	(1.0%)		**4,832.2**	(51.2)	(1.0%)	(8.6)	(0.2%)	69.4	1.4%
Approved Positions	54.0	52.0	(3.0)	49.0	(5.0)	(9.3%)		**49.0**	(5.0)	(9.3%)		0.0%		

The ***Strategic Communications Service*** provides advice, counsel and leadership to the City with respect to communications planning, media relations and issues management, digital communications, advertising and brand management. The service ensures that messages to the public are clear, consistent and support civic participation and understanding of Council priorities, emerging issues and City policies, programs and services. The service also creates public awareness and understanding about City government as well as serving the internal communications needs of City employees.

The 2016 Operating Budget for Strategic Communication of $5.976 million gross and $4.832 million net is $0.051 million or 1.0% under the 2015 Approved Net Budget.

Base budget pressures in Strategic Communications are primarily attributable to:

- Salary and benefit adjustments common across all services result in an increase of $0.271 million.
- The reversal of 2.0 temporary positions and one-time funding for the protocol support to the PanAm and ParaPanAm games ($0.434 million gross and $0 net).

In order to offset the above pressures, the 2016 service cost changes for Strategic Communications consists of base expenditure changes of $0.012 million, and service efficiency savings of $0.311 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of $0.012 million.
- Deleting 3.0 vacant positions results in a savings of $0.311 million.
    - ➢ The deletion of the 3.0 positions has no impact on service levels as the workload has been restructured and implemented within the existing complement.

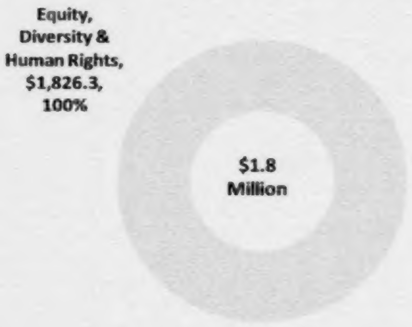
Equity, Diversity & Human Rights

Equity, Diversity & Human Rights

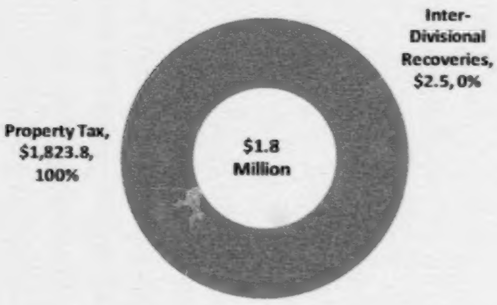
What We Do

- Provide expert advice and investigate employment and service provision complaints of harassment, discrimination and hate activity ensuring compliance with legislated obligations, to mitigate financial and reputational risks to the City and advance equity - resolving more than 1000 complaint/inquiries annually.
- Analyze and report on *Count Yourself In* Workforce Survey data.
- Implement strategic actions pertaining to the Diversity goal of the *Talent Blueprint*.
- Continue to implement the *Statement of Commitment to Aboriginal Communities of Toronto*.
- Collect, analyze and report on corporate and divisional achievements in equity, diversity and human rights.
- Design, develop and disseminate education tools & communication strategies to promote the City's on-going and new legislative compliance obligations regarding (Bill 132) Workplace and Sexual Harassment, amendments to the Occupational Health & Safety Act.
- Review and update the City's Multi-Year Accessibility Plan as per AODA requirement.
- Develop resources, implement communication plan, set up monitoring and quality assurance mechanism to comply with AODA requirements.

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2016 Service Levels

Equity, Diversity & Human Rights

		Service Levels			
Activity	Type	2013	2014	2015	2016
Equity and Accessibility	Equity Plan	To increase response rate to Count Yourself In Workforce survey to over 50%		To increase response rate to Count Yourself in Workforce survey to over 65%	To increase response rate to Count Yourself in Workforce survey to over 65%
	Accessibility Plan		Coordinate and meet 100% corporate compliance for the City on AODA		Coordinate and meet 100% corporate compliance for the City on AODA
		To respond to requests received for advice/consultation within 24hrs 90% of the time.		Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time	Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time
		To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic)			
		Ensure City divisions are meeting compliance timelines 95% of the time.			Ensure City divisions are meeting compliance timelines 95% of the time.
Diversity & Inclusion		To respond to requests received for advice/consultation within 24hrs 90% of the time.		Satisfactorily respond to requests for accessibility advice within 48 hours 85% of time	**Satisfactorily respond to requests for accessibility advice within 48 hours 90% of time**
		To meet request satisfactorily within 48 hours 85% of the time (depending on the nature of the topic).			
Human Rights Education & Complaints Management		To ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario (HRTO). To ensure that 95% of the cases escalated to Human Rights Tribunal of Ontario are dismissed without penalties to the City.			To ensure that less than 1-2% of the total cases resolved get escalated to the Human Rights Tribunal of Ontario (HRTO). To ensure that 95% of the cases escalated to Human Rights Tribunal of Ontario are dismissed without penalties to the City.

Overall, the 2016 Service Levels are relatively consistent with the approved 2015 Service Levels for Equity, Diversity & Human Rights.

- The service level for Diversity & Inclusion has improved response time from 85% to 90%.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Equity, Diversity & Human Rights	1,807.3	1,861.1	(34.8)	1,826.3	19.0	1.1%		**1,826.3**	19.0	1.1%	(29.3)	(1.6%)	40.9	2.3%
Total Gross Exp.	1,807.3	1,861.1	(34.8)	1,826.3	19.0	1.1%		**1,826.3**	19.0	1.1%	(29.3)	(1.6%)	40.9	2.2%
REVENUE														
Equity, Diversity & Human Rights	2.5	2.5		2.5				**2.5**						
Total Revenues	2.5	2.5		2.5				**2.5**						
NET EXP.														
Equity, Diversity & Human Rights	1,804.8	1,858.6	(34.8)	1,823.8	19.0	1.1%		**1,823.8**	19.0	1.1%	(29.3)	(1.6%)	40.9	2.3%
Total Net Exp.	1,804.8	1,858.6	(34.8)	1,823.8	19.0	1.1%		**1,823.8**	19.0	1.1%	(29.3)	(1.6%)	40.9	2.2%
Approved Positions	15.0	15.0		15.0				**15.0**				0.0%		

The ***Equity, Diversity & Human Rights Service*** provides advice/information to the City of Toronto regarding equal opportunities for all citizens, visitors, and businesses directly interacting with City services. The Service implements strategies to:

- reflect the public we serve at all levels of the organization;
- respond to the needs of a diverse population; and
- remove barriers.

The 2016 Operating Budget for Equity, Diversity & Human Rights of $1.826 million gross and $1.824 million net is $0.019 million or 1.1% over the 2015 Approved Net Budget.

Base budget pressures are primarily attributable to salary and benefit adjustments common across all services ($0.053 million).

In order to offset the above pressures, the 2016 service cost changes consists of base expenditure changes of $0.004 million and service efficiency savings of $0.031 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of $0.004 million.
- Reclassifying a Senior Consultant to a Consultant and a Consultant to a Research Associate results in a savings of $0.031 million, and allows for better alignment of resources to meet the Service's mandate to ensure compliance.

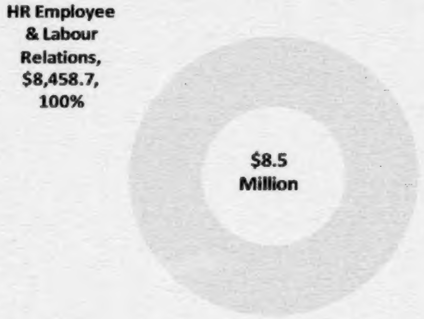
HR Employee & Labour Relations

HR Employee & Labour Relations

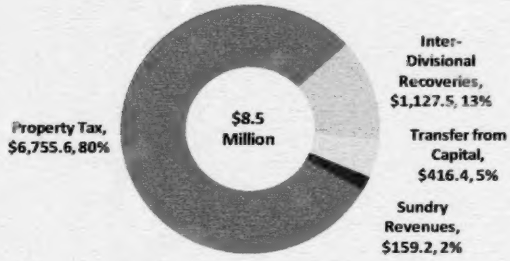
What We Do

- Provide expert advice and support to the City's operating divisions' program challenges in a complex, unionized environment through collective agreement and policy interpretation, partnering with divisions, expanding the training program to include additional corporate and custom intact training, and liaising with the respective union representatives.
- Collective Bargaining for Library; TCHC; Zoo, Parking Authority, Toronto Civic Employees Union (CUPE) Local 416 Outside Workers & Part-time Paramedics, Canadian Union of Public Employees' (CUPE) Local 79 (4 agreements), The Association of Community Centres (AOCC) (CUPE) Local 2998, Exhibition Place (7 agreements) and Toronto Fire Services
- Develop and deliver Collective Agreement training.
- Administer both the City's Fair Wage Policy as well as critical compliance issues that arise under various collective agreements in the construction industry to which the City is bound.

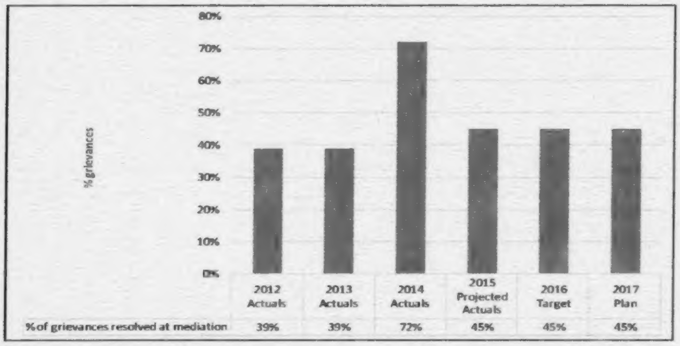
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



% Grievances Resolved at Mediation



	2012 Actuals	2013 Actuals	2014 Actuals	2015 Projected Actuals	2016 Target	2017 Plan
% of grievances resolved at mediation	39%	39%	72%	45%	45%	45%

- Enhanced service effectiveness through strategic grievance management, including resumption of Step 2 grievance management for all except four divisions resulted in higher resolution rates at mediation. Development of a new grievance/ mediation/ arbitration management process reduced the number of grievances resolved at arbitration and realize cost savings.

2016 Service Levels

HR Employee & Labour Relations

Service	Activity	Type	2013	2014	2015	2016
HR Employee & Labour Relations		Labour Relations	To maintain at 45% or increase the percentage of grievances resolved at the earliest possible stage		% of grievances handled by Employee & Labour Relations resolved at Step 2; Average participant satisfaction rating with Employee & Labour Relations training	% of grievances handled by Employee & Labour Relations resolved at Step 2; Average participant satisfaction rating with Employee & Labour Relations training
		A Fair Wage Policy/Labour Trade Issue Managed	To maintain or increase the number of constructions trade grievances resolved at the earliest stage between 85-90%		% of construction trade grievances resolved without going to a third party	% of construction trade grievances resolved without going to a third party
			To respond to all complaints within 3 business days		% of Fair Wage or Labour Trade inquiry responses within 3 days	% of Fair Wage or Labour Trade inquiry responses within 3 days
		Negotiations	To effectively implement new collective agreement provisions through expert advice, training and interpretation		N/A for 2015. Will be anticipated for 2016 when new collective agreements are negotiated	N/A
		Emergency Plan	To have the Continuity of Operation Plan updated on an annual basis		N/A	N/A
			To have a corporate labour disruption plan operational in the event of a labour disruption		N/A for 2015. (Planning for 2016 Labour Response will start in 2015)	N/A

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for HR Employee & Labour Relations.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Employee & Labour Relations	7,840.7	8,622.4	(163.6)	8,458.7	618.0	7.9%		**8,458.7**	618.0	7.9%	(1,014.4)	(12.0%)	98.0	1.3%
Total Gross Exp.	7,840.7	8,622.4	(163.6)	8,458.7	618.0	7.9%		**8,458.7**	618.0	7.9%	(1,014.4)	(12.0%)	98.0	1.3%
REVENUE														
HR Employee & Labour Relations	1,137.0	1,703.0		1,703.0	566.0	49.8%		**1,703.0**	566.0	49.8%	(950.0)	(55.8%)		
Total Revenues	1,137.0	1,703.0		1,703.0	566.0	49.8%		**1,703.0**	566.0	49.8%	(950.0)	(55.8%)		
NET EXP.														
HR Employee & Labour Relations	6,703.7	6,919.3	(163.6)	6,755.7	52.0	0.8%		**6,755.7**	52.0	0.8%	(64.4)	(1.0%)	98.0	1.5%
Total Net Exp.	6,703.7	6,919.3	(163.6)	6,755.7	52.0	0.8%		**6,755.7**	52.0	0.8%	(64.4)	(1.0%)	98.0	1.4%
Approved Positions	60.3	58.3	1.5	59.8	(0.5)	(0.8%)		**59.8**	(0.5)	(0.8%)		0.0%		

The ***Employee & Labour Relations Service*** manages the labour relations environment, labour dispute resolution (grievances/arbitrations), Ontario Labour Relations Board and Employment Standards complaints. It also provides expert advice to management, regarding lay-offs, contracting out, contractual notices and position deletions and conducts discipline investigations and management training.

The 2016 Operating Budget for HR Employee & Labour Relations of $8.459 million gross and $6.756 million net is $0.052 million or 0.8% over the 2015 Approved Net Budget.

Base budget pressures are primarily attributable to:

- Salary and benefit adjustments common across all services results in an increase of $0.238 million in this Service.
- The reversal of 1.0 temporary capital position for the Business intelligence capital project ($0.139 million gross and $0 net) divided over the 4 HR services, results in a reduction of $0.035 million gross and $0 net funded from I&T's capital budget.
- Additional funding for Collective Bargaining negotiations results in an increase of$0.550 million gross and $0 net, as this is recovered from the Non-Program Expenditure Operating Budget.

In order to offset the above pressures, the 2016 service cost changes consist of base expenditure changes of $0.047 million and service efficiency savings of $0.152 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of $0.012 million.
- A line by line review results in a decrease of $0.035 million in non-payroll expenditures.
- Deleting 2 vacant Program Assistant positions ($0.154 million) divided over the 4 HR services, results in a savings of $0.039 million.
  - There will be no service level impact as the workload has been restructured and implemented within the existing complement.
- Deleting 1 vacant HR consultant position results in a savings of $0.112 million.
  - Any incremental impact related to the reduction of this position will be managed through process efficiencies and the distribution of workload within the existing complement.

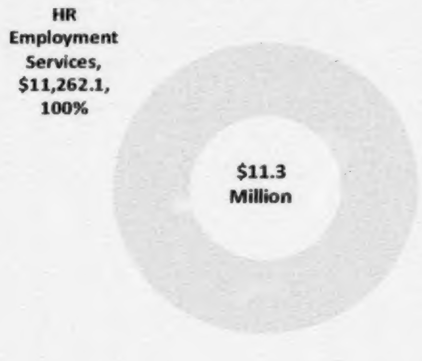
HR Employment Services

HR Employment Services

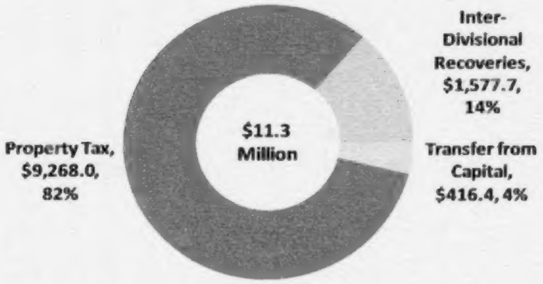
What We Do

- Manage a high volume of on-going recruitment and compensation activity.
- Negotiate harmonization, job evaluation and pay equity for the Local 79 Part-time Unit B.
- Negotiate a process for new and changed Local 416 jobs, resulting from the Job Evaluation Maintenance Program (JEMP) arbitration decision.
- Develop and implement employment initiatives (such as expanded gateway employment program) that will proactively address anticipated future hiring challenges.

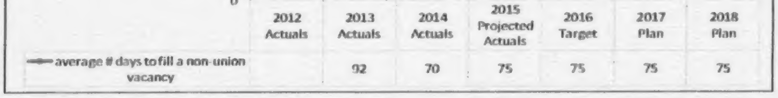
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Average # of Days to Fill a Non-Union Vacancy



- Improved service efficiency is shown by the reduced hiring times resulting from the implementation of integrated solutions for recruiting and selecting talent for critical and/or vulnerable jobs, using on-line and traditional approaches, e.g. social media, job fairs, campus recruitment initiatives, online events, behaviour targeting, and gateway employment initiatives.

2016 Service Levels

HR Employment Services

Service	Activity	Type	2013	2014	2015	2016
HR Employment Services			To maintain at 95% or increase the percentage of clients confident in the services of the HR Assessment Centre for standardized testing		% of clients satisfied with the services of the Assessment Centre	% of clients satisfied with the services of the Assessment Centre
		Recruitment	To establish a baseline for average time to fill non-union vacancies	To identify opportunities to reduce the established average time to fill non union vacancies	Average # of days to fill a non-union vacancy	Average # of days to fill a non-union vacancy
			To establish a baseline of client satisfaction with the hiring process, service and quality of hire, with a goal of maintaining or increasing in future years.		% of clients satisfied with the hiring process (service and quality of hire)	% of clients satisfied with the hiring process (service and quality of hire)

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for HR Employment Services.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Employment Services	11,655.1	11,590.9	(328.7)	11,262.1	(393.0)	(3.4%)		**11,262.1**	(393.0)	(3.4%)	241.6	2.1%	151.1	1.3%
Total Gross Exp.	11,655.1	11,590.9	(328.7)	11,262.1	(393.0)	(3.4%)		**11,262.1**	(393.0)	(3.4%)	241.6	2.1%	151.1	1.3%
REVENUE														
HR Employment Services	1,978.7	1,994.1		1,994.1	15.4	0.8%		**1,994.1**	15.4	0.8%				
Total Revenues	1,978.7	1,994.1		1,994.1	15.4	0.8%		**1,994.1**	15.4	0.8%				
NET EXP.														
HR Employment Services	9,676.4	9,596.8	(328.7)	9,268.0	(408.4)	(4.2%)		**9,268.0**	(408.4)	(4.2%)	241.6	2.6%	151.1	1.6%
Total Net Exp.	9,676.4	9,596.8	(328.7)	9,268.0	(408.4)	(4.2%)		**9,268.0**	(408.4)	(4.2%)	241.6	2.6%	151.1	1.6%
Approved Positions	107.3	107.3	(3.5)	103.8	(3.5)	(3.3%)		**103.8**	(3.5)	(3.3%)				

The ***Employment Services*** attracts and retains a highly skilled, high performing and diverse workforce that reflects the community, administers collective agreement/policy provisions relating to redeployment, position deletions and employee exits and supports division/cluster service reviews, re-organizations and work process reviews through comprehensive compensation reviews, creating and/or eliminating positions.

The 2016 Operating Budget for HR Employment Services of $11.262 million gross and $9.268 million net is $0.408 million or 4.2% below the 2015 Approved Net Budget.

Base budget pressures are primarily attributable to:

- Salary and benefit adjustments common across all services results in an increase of $0.067million in this Service.
- The reversal of 1.0 temporary capital position for the Business intelligence project ($0.139 million gross and $0 net) divided over the 4 HR services, results in a reduction of $0.035 million gross and $0 net funded from I&T's capital budget.

In order to offset the above pressures, the 2016 service cost changes consist of base expenditure changes of $0.021 million and service efficiency savings of $0.308 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of $0.021 million.
- Deleting 2 vacant Program Assistant positions ($0.154 million) divided over the 4 HR services, results in a reduction of $0.039 million.
    - There will be no service level impact as the workload has been restructured and implemented within the existing complement.
- Deleting 1 vacant HR consultant position results in a savings of $0.112 million.
    - Any incremental impact related to the reduction of this position will be managed through process efficiencies and the redistribution of workload within the existing complement.
- Deleting 2 vacant Program Assistant positions results in a savings of $0.156 million.
    - Any incremental impact related to the reduction of these positions will be managed through process efficiencies and the redistribution of workload within the existing complement.

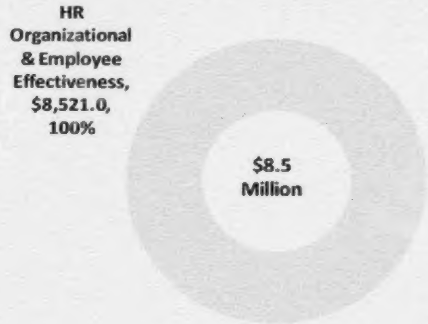
HR Organization & Employee Effectiveness

HR Organization & Employee Effectiveness

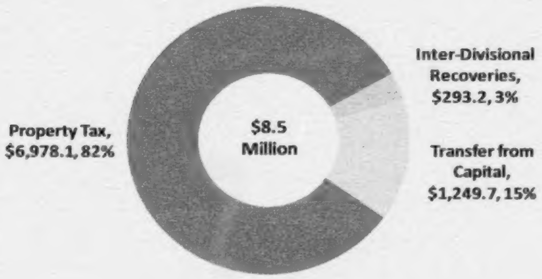
What We Do

- Lead the Learning Centre of Excellence, building corporate and divisional capacity, and leveraging technology for learning and development.
- Implement recommendations from the Auditor General's Review on the Administration of Training, including formalizing and implementing an evaluation framework to measure training effectiveness.
- Develop and implement the Customer Service learning strategy and revise Customer Service curriculum after consultations with Divisions.

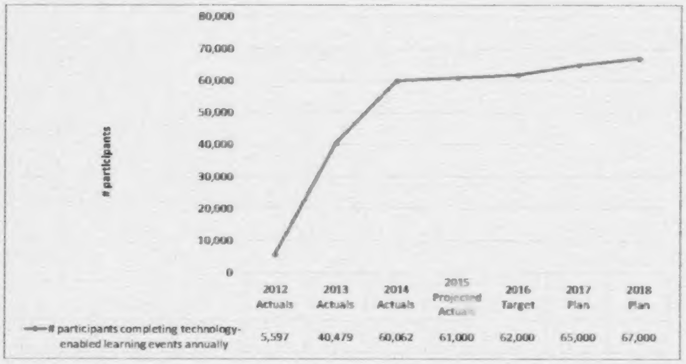
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



# of Participants Completing Technology-enabled Learning Events Annually



- Improved service effectiveness by establishing the Learning Centre of Excellence, building corporate and divisional capacity through the use of technology for learning and development.
- Service effectiveness is illustrated by the number of employees who accessed technology enabled learning, with 2013 showcasing the flexibility of eLearning to manage large numbers of participant training. In 2015, 61,000 completions are projected for a variety of eLearning courses.

2016 Service Levels

HR Organization & Employee Effectiveness

Service	Activity	Type	2013	2014	2015	2016
HR Organization and Employee Effectiveness			To maintain delivery of a high volume of courses to more than 8,000 participants, including legislated compliance training such as Occupational Health & Safety, AODA (Accessibility for Ontarians with Disabilities Act) and Human Rights training.	To maintain a quality assurance level of 4 out of 5 satisfaction rating in 95% of participants, create specific leadership development strategies and programs for each level of leadership including transitional levels, and broaden the breadth and depth of learning opportunities for both in-class and eLearning with 50% or greater of total completions to be realized through tech enabled learning events.	Average participant satisfaction rating with corporate learning programs	Average participant satisfaction rating with corporate learning programs
		TPS People Plan	A 2011-2012 Annual Report. An approved 2013-2015 TPS People Plan	An approved 2013-2018 Talent Blueprint	N/A	N/A
			To maintain or increase the number of divisions developing People Plans		# of divisions with people "workplace" plans	**N/A**
		Interventions	To maintain or increase the number of interventions per year (includes both corporate wide and divisional interventions) from 50-100.	With the current resource level, maintain or increase the number of intervention per year to 100.	# of corporate and divisional interventions	# of corporate and divisional interventions

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for HR Organization and Employee Effectiveness.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Organization & Employee Effectiveness	8,265.3	8,684.3	(163.3)	8,521.0	255.7	3.1%		**8,521.0**	255.7	3.1%	359.1	4.2%	96.5	1.1%
Total Gross Exp.	8,265.3	8,684.3	(163.3)	8,521.0	255.7	3.1%		**8,521.0**	255.7	3.1%	359.1	4.2%	96.5	1.1%
REVENUE														
HR Organization & Employee Effectiveness	1,566.1	1,542.9		1,542.9	(23.2)	(1.5%)		**1,542.9**	(23.2)	(1.5%)	195.4	12.7%	37.4	2.2%
Total Revenues	1,566.1	1,542.9		1,542.9	(23.2)	(1.5%)		**1,542.9**	(23.2)	(1.5%)	195.4	12.7%	37.4	2.1%
NET EXP.														
HR Organization & Employee Effectiveness	6,699.1	7,141.4	(163.3)	6,978.1	279.0	4.2%		**6,978.1**	279.0	4.2%	163.7	2.3%	59.1	0.8%
Total Net Exp.	6,699.1	7,141.4	(163.3)	6,978.1	279.0	4.2%		**6,978.1**	279.0	4.2%	163.7	2.3%	59.1	0.8%
Approved Positions	57.8	62.3	(1.5)	60.8	3.0	5.2%		**60.8**	3.0	5.2%		0.0%		

The ***Organization & Employee Effectiveness Service*** ensures the TPS has the skills, competencies and ethical integrity to deliver any city services by increasing employee engagement and reinforcing a culture of learning to ensure people strategies are aligned with service and business priorities . The Service also manages the City's electronic recruitment system and employment website for employees and the public and undertakes research and develops plans to ensure the City will be ready to address the long-term impacts of workforce issues (e.g., an aging workforce) on service delivery.

The 2016 Operating Budget for HR Organization and Employee Effectiveness of $8.521 million gross and $6.978 million net is $0.279 million or 4.2% over the 2015 Approved Net Budget.

Base budget pressures are primarily attributable to:

- Salary and benefit adjustments common across all services results in an increase of$0.452 million.
- HR I&T capital projects E-Performance results in an increase of 4.0 temporary positions and $0.375 million gross and $0 net as this is funded from I&T's capital budget in Organizational & Employee Effectiveness.
- The reversal of one-time funding for the Employee Engagement Survey results in a decrease of $0.190 million gross and $0 net as this was funded from the Innovation Reserve Fund.
- The reversal of 1.0 temporary capital position for the Business intelligence project ($0.139 million gross and $0 net) divided over the 4 HR services, results in a reduction of $0.035 million gross and $0 net as this is funded from I&T's capital budget.
- The reversal of 1.0 temporary capital position for the e-Learning project results in a reduction of $0.140 million gross and $0 net as this is funded from I&T's capital budget, and has been reassigned there.

In order to offset the above pressures, the 2016 service changes consist of base expenditure changes of $0.012 million and service efficiency savings of $0.152 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of $0.012 million.
- Deleting 2 vacant Program Assistant positions ($0.154 million) divided over the 4 HR services, results in a reduction of $0.039 million.
- Deleting 1 HR consultant position results in a savings of $0.112 million.

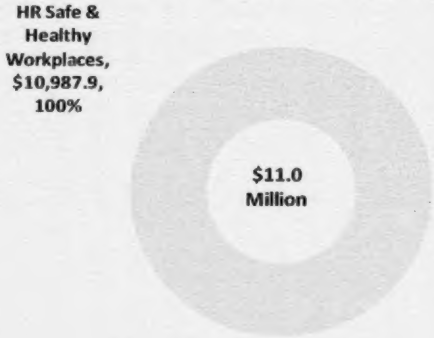
HR Safe & Healthy Workplaces

HR Safe & Healthy Workplaces

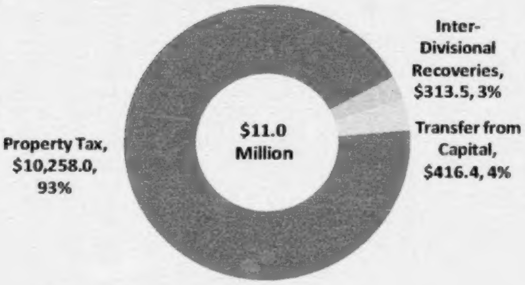
What We Do

- Capitalize on the City's culture change to further reduce the number of workplace injuries by 6%, through the Safety Culture Continuous Improvement initiative - Target Zero.
- Further reduce the severity (time lost due to injury) of workplace injuries by 6% through the disability management and return-to-work program.
- Reduce the impact of employee non-work related absences through referrals to Employee Health Services and Employee Assistance and support to Divisions.

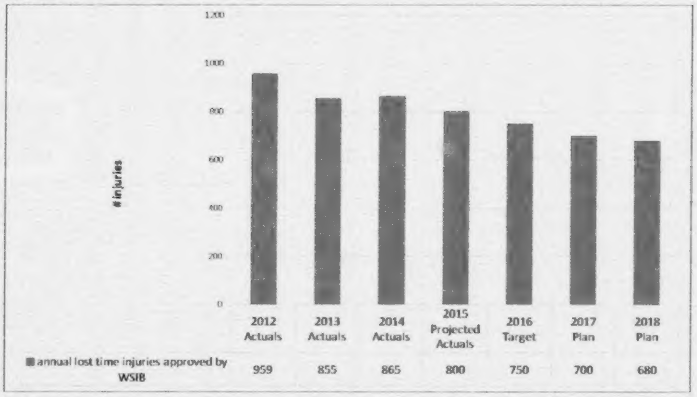
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Annual Lost Time Injuries Approved by WSIB



- Service efficiency is illustrated by the reduced number of workplace injuries since 2012. HR capitalized on the City's culture change to continue the trend to reduce the number of workplace injuries by 6% annually, through the Safety Culture Continuous Improvement initiative –Target Zero.

2016 Service Levels

HR Safe & Healthy Workplaces

Service	Activity	Type	2013	2014	2015	2016
HR Safe and Healthy Workplaces			To decrease WSIB injury costs by 6% in 2014.		% change in the number of workplace injuries	% change in the number of workplace injuries
		Ministry of Labour Orders	To reduce or eliminate Ministry of Labour orders. Ensure adherence to all investigation processes stipulated under the OH&S Act		% change in the number of Ministry of Labour orders	% change in the number of Ministry of Labour orders
		Workplace Safety & Insurance Board	To decrease WSIB costs by 6%.		% decrease in WSIB costs	% decrease in WSIB costs
		Safety	Maintain or increase % of audit recommendations implemented at 80% in 2013.	Ensure implementation of all Phase 2 audit recommendations	N/A	N/A
			55,000+ training hours		Annual number of Health & Safety training hours	Annual number of Health & Safety training hours

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for HR Organization and Employee Effectiveness.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
HR Safe & Healthy Workplaces	11,254.9	11,349.6	(361.7)	10,987.9	(266.9)	(2.4%)		**10,987.9**	(266.9)	(2.4%)	477.2	4.3%	128.7	1.1%
Total Gross Exp.	11,254.9	11,349.6	(361.7)	10,987.9	(266.9)	(2.4%)		**10,987.9**	(266.9)	(2.4%)	477.2	4.3%	128.7	1.1%
REVENUE														
HR Safe & Healthy Workplaces	651.2	729.9		729.9	78.7	12.1%		**729.9**	78.7	12.1%				
Total Revenues	651.2	729.9		729.9	78.7	12.1%		**729.9**	78.7	12.1%				
NET EXP.														
HR Safe & Healthy Workplaces	10,603.7	10,619.7	(361.7)	10,258.0	(345.7)	(3.3%)		**10,258.0**	(345.7)	(3.3%)	477.2	4.7%	128.7	1.2%
Total Net Exp.	10,603.7	10,619.7	(361.7)	10,258.0	(345.7)	(3.3%)		**10,258.0**	(345.7)	(3.3%)	477.2	4.7%	128.7	1.2%
Approved Positions	93.3	94.3	(3.5)	90.8	(2.5)	(2.7%)		**90.8**	(2.5)	(2.7%)				

The ***Safe & Healthy Workplaces Service*** ensures the organization is in compliance with the Occupational Health & Safety Act and Workplace Safety and Insurance Board legislation. The service fosters a safe and healthy workplace with high employee satisfaction and, improved delivery of programs and services, which minimizes the personal and financial cost of injury to the employee, the organization and the community. The Service is responsible for Occupational Health, Disability Management/Duty of Accommodation and Employee Assistance program.

The 2016 Operating Budget for HR Safe & Healthy Workplaces of $10.988 million gross and $10.258 million net is $0.346 million or 3.3% below the 2015 Approved Net Budget.

Base budget pressures are primarily attributable to:

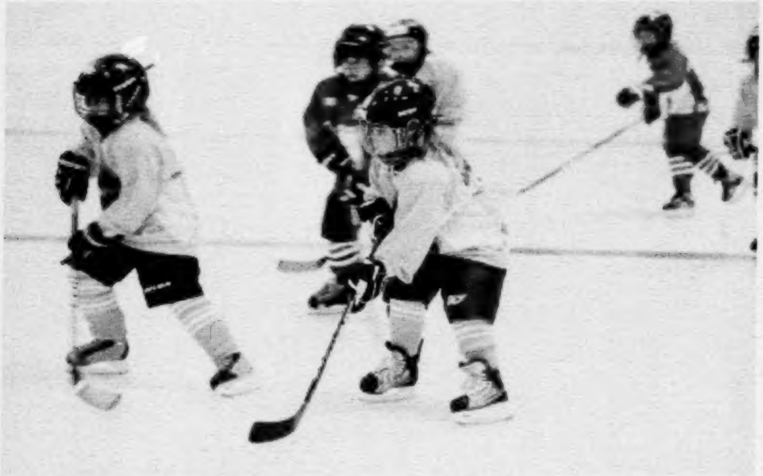
- Salary and benefit adjustments common across all services results in an increase of$0.092 million in this Service.
- A review of positions approved under delegated authority, results in the addition of 1.0 position for $0.076 million gross and $0 net as this is funded from IDC/IDR for Toronto Paramedic Services.
- The reversal of 1.0 temporary capital position for the Business intelligence project ($0.139 million gross and $0 net) divided over the 4 HR services, results in a reduction of $0.035 million gross and $0 net funded from I&T's capital budget.

In order to offset the above pressures, the 2016 service cost changes consist of base expenditure changes of $0.020 million and service efficiency savings of $0.342 million, as detailed below:

- Increasing the general gapping rate across all services results in a decrease of $0.030 million.
- Deleting 2 vacant Program Assistant positions ($0.154 million) divided over the 4 HR services, results in a reduction of $0.039 million.
- Deleting 2 HR Consultant positions results in a savings of $0.225 million.
- Deleting 1 Program Assistant results in a savings of $0.076 million.

Operating & Capital Budget Summaries for City Programs and Agencies:

City Hall



Arena Boards of Management

2016 OPERATING BUDGET OVERVIEW

The Arena Boards of Management are 8 Board-managed arenas that offer use of ice (i.e. Hockey, figure skating), programming, and pleasure skating to the community. Some arenas also offer dry floor rentals (i.e. floor hockey) in the summer. These services are complemented with snack bars, pro-shops, and meeting room rentals at some locations.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $8.644 million gross and $8.652 million net as shown below.

			Change	
(in $000's)	**2015 Budget**	**2016 Budget**	**$**	**%**
Gross Expenditures	8,400.4	8,643.9	243.5	2.9%
Gross Revenues	8,407.2	8,651.7	244.6	2.9%
Net Expenditures	**(6.8)**	**(7.9)**	**(1.1)**	**16.3%**

The Arena Boards will achieve the target of 1% reduction over the 2015 Net Operating Budget through increased revenue from ice rentals, and managing expenditures closely to achieve the budget.

Fast Facts

- 11 ice rinks, including 9 large rinks and 2 small rinks.
- 5 of 8 Arena Boards will offer year-round ice rentals.
- 5 of 8 Arena Boards offer meeting room rentals to the general public.
- All 8 arenas offer proshop and snack bar services.
- In 2015, all arenas operated at full capacity, delivering 24,357 prime-time and 13,151 non prime-time ice bookings.

2016 Operating Budget Highlights

- The 2016 Operating Budget of $8.644 million gross and ($0.008) million net will provide funding for:
  - ✓ Program specific expenditures such as purchases for snack bar and proshop, and zamboni contributions ($1.895 million).
  - ✓ Administration and operation expenditures including permanent staffing costs, utilities, accounting fees, and office expenses ($4.479 million).
  - ✓ Repairs and maintenance expenditures including ice refrigeration and resurfacer costs, and facility repairs ($2.224 million).

2015 Key Service Accomplishments

In 2015, Arena Boards of Management accomplished the following:

- ✓ All eight arenas operated at full capacity, delivering a combined total of 24,357 hours of prime-time ice bookings or 94.5% usage rate and 13,151 hours of non-prime time ice bookings or 64.2% usage rate. Prime ice usage rate has risen by 4.3%, and non-prime ice usage rate has risen by 4.9% in 2015.
- ✓ All eight arenas' 2014/2015 and 2015/2016 Fall/Winter Ice Season prime time ice allocations were in compliance with the City's Ice Allocation Policy.

Our Service Deliverables for 2016

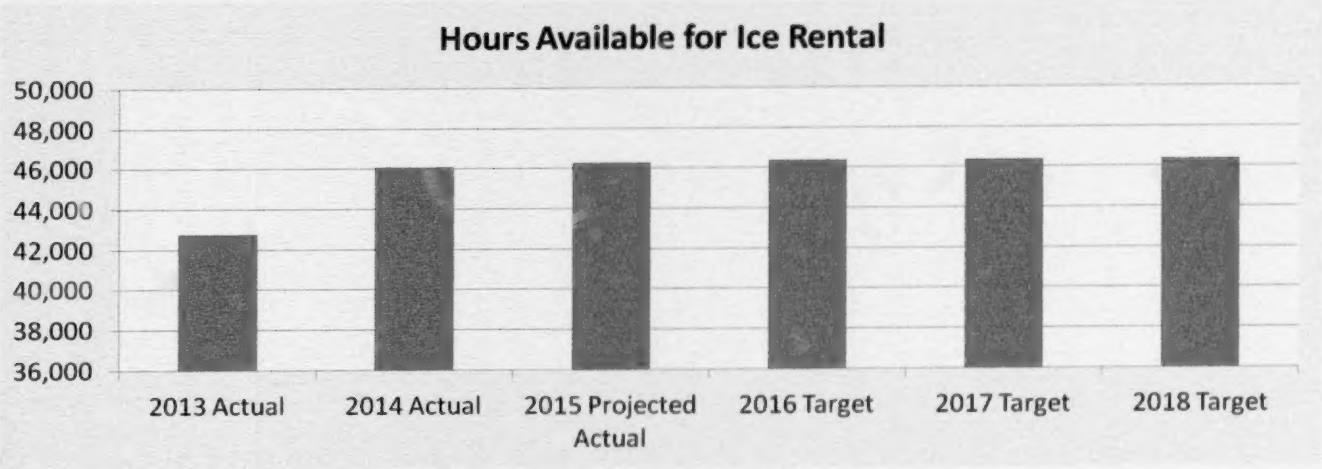
The Arena Boards of Management are responsible for providing ice time, in-house programming, and accessory services to individual users, community groups, and private groups.

The 2016 Operating Budget will fund:

- A total of 46,249 hours of available ice time, comprising of 25,768 hours of prime time ice and 20,481 hours of daytime ice, to the community across the eight Arenas.
- Ongoing delivery of in-house programs such as house leagues, hockey schools, summer camps, and learn-to-skate programs.
- Provision of accessory services such as snack bar, vending machines, pro shop, skate sharpening, and meeting/banquet hall facility rentals.
- Full capacity operation of prime time ice for all Arena Boards.

Trends

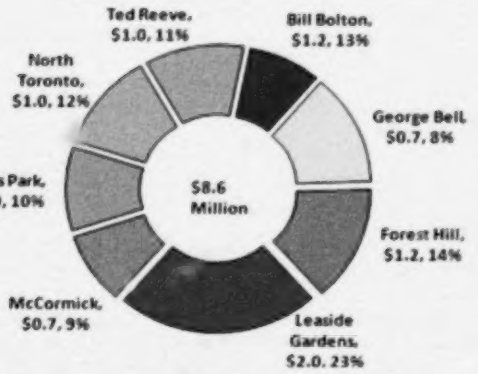
- Available ice hours for the next 3 years for all arenas are steady, with an estimated utilization rate of 95% for prime time, and 64% for non prime time.
- Sundry revenue (proshop and snack shop) across all Arenas continues to decline due to strong commercial competition.
- Prime-time usage rate has risen by 4.3% and non prime-time usage rate has risen by 4.9% in 2015.



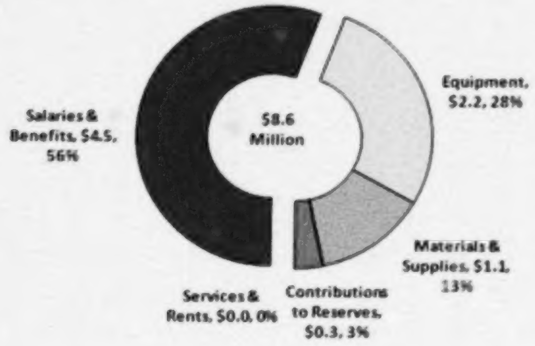
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

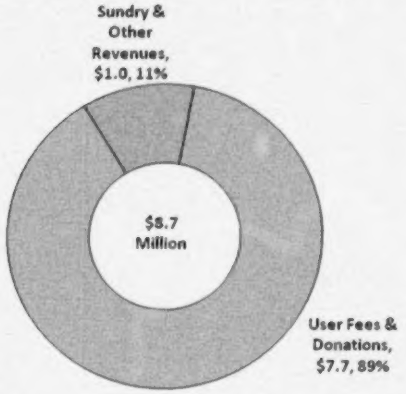


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Revenue Decline at Leaside Gardens Arena**
  - ✓ In 2014 and 2015, the Arena faced challenges overcoming disruptions caused by on-site construction on its sundry revenues and banquet hall usage, and committing to its first full year of debt repayment obligations.
  - ✓ The 2016 Operating Budget includes increased advertising and promotion expenses in order to support recovery of its revenues.

Program Map

Arena Boards of Management

The Arena Boards of Management provide safe, full and equitable access to high quality indoor ice sport recreational facilities that are managed effectively and efficiently to provide opportunities for physical fitness and sport skill development through individual and team activities in response to local community needs.

Community Ice and Facility Booking

Purpose Statement:

- To provide various recreational ice programs that allocate the use of the arena's available ice time, prime time ice and day time ice, in a fair and equitable mannner among eligible community groups and organizations, with particular consideration given to addressing the needs of the local community.

Service Customer

Ice Programming & Booking

- Individual Ice User
  - Public / Separate / Private School
  - Community Hockey Associations
  - Community Figure Skating
  - Corporations
  - Charitable Organizations
  - Private Rental
- Group Users - Leagues / Associations

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(in $000s)	Approved Budget	Projected Actual*	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Gross Expenditures											
George Bell Arena	669.2	678.4	715.5		715.5	46.3	6.9%	20.6	2.9%	21.3	2.9%
William H. Bolton Arena	1,138.5	1,021.2	1,161.7		1,161.7	23.2	2.0%	10.6	0.9%	41.8	3.6%
Larry Grossman Forest Hill Memorial Arena	1,150.4	1,113.8	1,193.2		1,193.2	42.8	3.7%	33.0	2.8%	49.6	4.0%
Leaside Memorial Community Gardens	1,936.9	1,936.9	1,981.2		1,981.2	44.4	2.3%				
McCormick Playground Arena	725.2	725.2	747.2		747.2	22.1	3.0%				
Moss Park Arena	854.3	854.3	872.3		872.3	18.0	2.1%				
North Toronto Memorial Arena	988.4	988.4	1,007.5		1,007.5	19.0	1.9%	35.5	3.5%	22.3	2.1%
Ted Reeve Arena	937.6	937.9	965.3		965.3	27.7	3.0%	23.7	2.5%	25.7	2.6%
Total Gross Expenditures	8,400.4	8,256.1	8,643.9		8,643.9	243.5	2.9%	123.4	1.4%	160.6	1.8%
Revenue											
George Bell Arena	669.2	678.8	715.5		715.5	46.3	6.9%	20.7	2.9%	21.3	2.9%
William H. Bolton Arena	1,139.3	1,028.5	1,162.5		1,162.5	23.2	2.0%	12.7	1.1%	47.0	4.0%
Larry Grossman Forest Hill Memorial Arena	1,151.6	1,115.2	1,194.5		1,194.5	42.9	3.7%	33.4	2.8%	49.7	4.0%
Leaside Memorial Community Gardens	1,940.4	1,940.4	1,984.8		1,984.8	44.4	2.3%				
McCormick Playground Arena	725.4	725.4	747.4		747.4	22.1	3.0%				
Moss Park Arena	854.4	854.4	873.2		873.2	18.7	2.2%				
North Toronto Memorial Arena	989.3	989.3	1,008.2		1,008.2	18.9	1.9%	34.8	3.5%	22.7	2.2%
Ted Reeve Arena	937.6	937.6	965.6		965.6	28.0	3.0%	23.7	2.5%	25.9	2.6%
Total Revenue	8,407.2	8,269.6	8,651.7		8,651.7	244.6	2.9%	125.3	1.4%	166.6	1.9%
Net Expenditures											
George Bell Arena	0.0	(0.4)	(0.0)		(0.0)	(0.0)	0.0%	(0.0)	48.0%	(0.0)	24.3%
William H. Bolton Arena	(0.8)	(7.3)	(0.9)		(0.9)	(0.0)	1.1%	(2.2)	252.2%	(5.2)	172.7%
Larry Grossman Forest Hill Memorial Arena	(1.2)	(1.4)	(1.3)		(1.3)	(0.1)	11.2%	(0.4)	31.9%	(0.1)	5.7%
Leaside Memorial Community Gardens	(3.5)	(3.5)	(3.6)		(3.6)	(0.1)	2.1%				
McCormick Playground Arena	(0.2)	(0.2)	(0.2)		(0.2)	(0.0)	0.9%				
Moss Park Arena	(0.1)	(0.1)	(0.8)		(0.8)	(0.8)	775.3%				
North Toronto Memorial Arena	(0.9)	(0.9)	(0.7)		(0.7)	0.1	(16.6%)	0.7	(91.4%)	(0.4)	659.4%
Ted Reeve Arena	(0.0)	0.3	(0.3)		(0.3)	(0.3)	803.1%	0.1	(25.3%)	(0.3)	131.9%
Total Net Expenditures	(6.8)	(13.5)	(7.9)		(7.9)	(1.1)	16.3%	(1.8)	23.3%	(6.0)	43.3%
Approved Positions	66.57	66.57	67.72		67.72	1.15	1.7%				

**Based on 2015 Q3 Operating Variance Report*

The Arena Boards of Management's 2016 Operating Budget is $8.644 million gross and $0.008 million net, representing a 16.3% increase to the 2015 Approved Net Operating Budget Surplus and is in line with the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to staff salaries and benefit expenses, higher materials and supplies for snack bar operations, and maintenance and operating costs at the Arenas reflective of the higher future demands.
- Approval of the 2016 Operating Budget will result in Arena Boards of Management increasing its total staff complement by 1.2 positions from 66.6 to 67.8 driven by higher usage requiring additional hours worked by staff.
- The 2017 and 2018 Plan increases are attributable to staff salaries and benefit costs, materials and supplies, and ice rink operating costs.

2016 Service Levels

Arena Boards of Management

Activity	Sub-Activity/Type	2016
Ice Booking	Prime Time	100% Utilization
	Non Prime time	60% Utilization (on average)
Facility Rental	Banquet hall / Meeting / Board Rooms	76% Utilization / Occupancy
	Arena Floor	100% On Demand
	Indoor Swimming Pool	100% Utilization / Occupancy
Concession / Vending	Snack Bar	66% staffed and open - 100% on demand
	Pro Shop	100% on demand
Directly Run (Programmed)	Recreational Skate / Shinny	100% of programmes are evaluated to respond to Community needs
	Camps	100% of programmes are evaluated to respond to Community needs
	Hockey Schools	100% of programmes are evaluated to respond to Community needs
	Summer / Winter Hockey Leagues	100% of programmes are evaluated to respond to Community needs
	Learn to Skate	100% of programmes are evaluated to respond to Community needs
Indirectly 3rd party Coordinated (Booking)		To maintain annual contracts for 3rd party groups

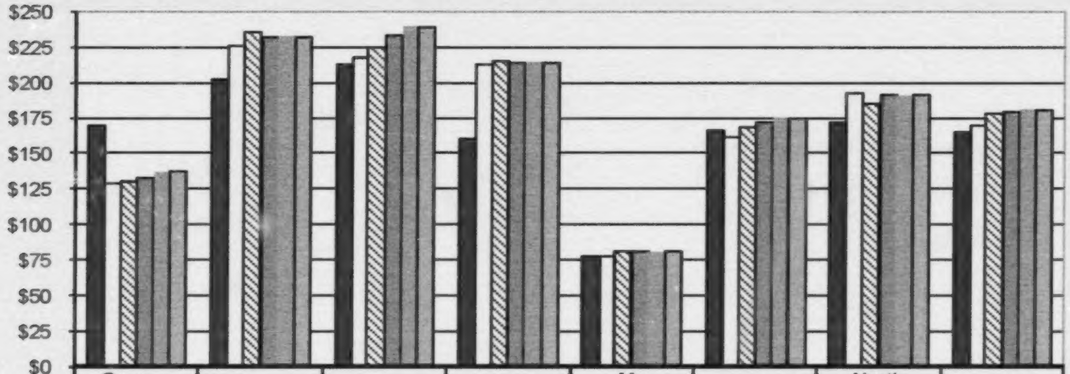
Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for all eight Arena Boards.

Service Performance

Efficiency Measure – Total Cost Per Hour of Available Ice Time

Efficiency

Total Cost Per Hour of Available Ice Time



	George Bell	Bill Bolton[1]	Forest Hill[2]	Leaside[3]	Mc Cormick[4]	Moss Park	North Toronto	Ted Reeve
■ 2013 Actual	$170.11	$201.62	$212.71	$160.58	$77.67	$166.01	$172.06	$165.40
□ 2014 Actual	$128.79	$225.48	$217.62	$212.97	$77.65	$161.40	$191.85	$169.18
▨ 2015 Proj. Act	$129.13	$235.47	$224.77	$214.37	$80.93	$168.04	$184.91	$178.02
■ 2016 Target	$132.97	$232.37	$233.13	$214.37	$80.93	$172.13	$190.72	$179.70
■ 2017 Plan	$136.96	$232.37	$239.62	$214.37	$80.93	$174.92	$190.72	$180.90
■ 2018 Plan	$136.96	$232.37	$239.62	$214.37	$80.93	$174.92	$190.72	$180.90

[1] Bill Bolton Arena, which is located in a residential setting, is not able to operate ice in the late night. This results in fewer hours and higher cost per hour calculations.

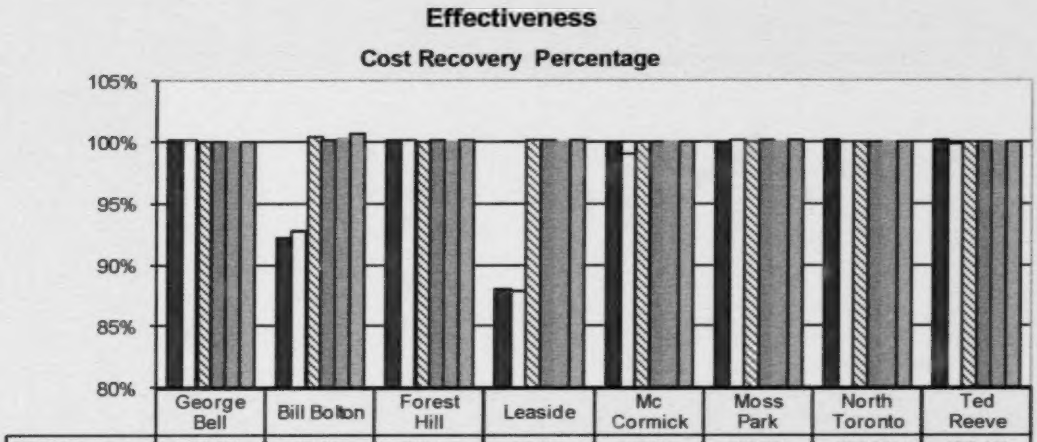
[2] Forest Hill Arena has one large and one small ice pad, but only the large pad operates year-round and is used to calcualte hours of available ice, leading to larger cost per hour calculations

[3] Leaside Arena began its first full-year of operations on the second ice rink in 2014, thus driving higher cost per hour in the future years.

[4] McCormick Arena has one large and one small ice pad, both of which operate year-round and are used to calculate hours of available ice, leading to significantly lower cost per hour calculations.

- The efficiency measure "Total Cost Per Hour of Available Ice Time" is derived from the total operating costs of an arena divided by the hours of ice time available to be booked.
- The cost per hour of ice time generally increases every year due to inflation and labour cost increases. Other fluctuations can be caused by arena closures for renovations, emergency shutdown due to emergency repairs, or quantity and dollar values of small repairs and maintenance projects undertaken by an Arena Board.
- George Bell Arena began its summer ice operations in 2014, resulting in increased available ice hours and a decreased cost per hour in years from 2015 to 2018.

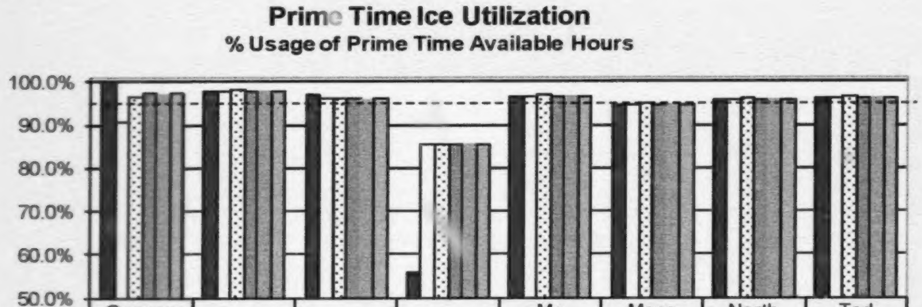
Effectiveness Measure – Cost Recovery Percentage



	George Bell	Bill Bolton	Forest Hill	Leaside	Mc Cormick	Moss Park	North Toronto	Ted Reeve
■ 2013 Actual	100.2%	92.2%	100.1%	87.9%	100.0%	100.0%	100.1%	100.1%
□ 2014 Actual	100.1%	92.7%	100.2%	87.9%	99.0%	100.1%	100.0%	99.9%
▨ 2015 Proj. Act	100.1%	100.4%	100.1%	100.2%	100.0%	100.0%	100.0%	100.0%
■ 2016 Target	100.0%	100.1%	100.1%	100.1%	100.0%	100.1%	100.0%	100.0%
▒ 2017 Plan	100.0%	100.3%	100.1%	100.1%	100.0%	100.1%	100.0%	100.0%
■ 2018 Plan	100.0%	100.7%	100.1%	100.2%	100.0%	100.1%	100.0%	100.0%

- A key mandate of the Arena Boards is to manage and operate the arenas (a City-owned asset) effectively and efficiently at no cost to the City. The goal is to generate sufficient revenue to fund operations.
- The effectiveness measure "Cost Recovery Percentage" is derived from the total revenue of an arena divided by its total expenditure, and indicates how each arena is performing and whether it is meeting its mandate. Arenas that break even or generate net surpluses require no operating budget support; net operating surpluses become part of the City's general revenues. Arenas that incur net operating deficits require funding from the City.
- Fluctuations can be caused by unanticipated demand changes for ice rentals or in-house programs, revenues from accessory operations (changes in snack bar/vending and pro shop sales and facility space rental revenue), advertising, one-time revenues, and the quantity and dollar value of repairs and maintenance projects.
- Bill Bolton Arena did not achieve cost recovery in 2013-2014 due to a backlog of maintenance, unexpected one-time expenses related to human resources consultant fees and repair needs. Bill Bolton Arena expects its cost recovery rate to stabilize at 100% and above in years 2015 to 2017 and to be achieved through close monitoring of the Arena's expenditures.
- Leaside Gardens Arena did not achieve cost recovery in 2014 as it was the Arena's full-year of operations of second ice pad. Despite the requirements of full loan repayment, the Arena increased its revenue performance from prior years through active marketing and expects full cost recovery by 2015 and onward.

Utilization Measure – % Usage of Prime Time Available Hours



	George Bell	Bill Bolton	Forest Hill	Leaside	Mc Cormick	Moss Park	North Toronto	Ted Reeve
■ 2013 Actual	100.0%	98.0%	97.2%	55.7%	96.7%	94.8%	96.0%	96.3%
□ 2014 Actual	90.5%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%
▨ 2015 Proj. Actual	96.5%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%
▩ 2016 Target	97.2%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%
▪ 2017 Plan	97.4%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%
▣ 2018 Plan	97.5%	98.0%	96.2%	85.5%	96.7%	94.8%	96.0%	96.3%

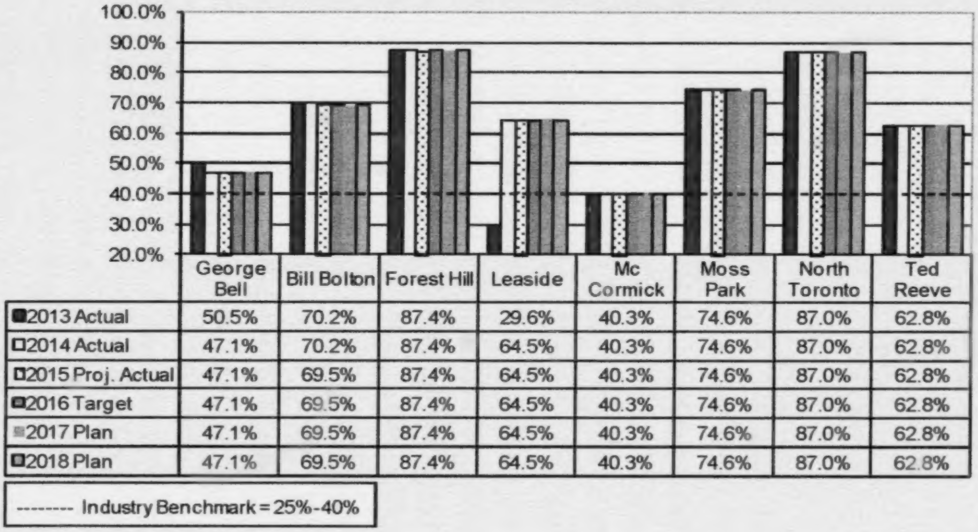
-------- Industry Benchmark = 96%

- Prime Time Ice Utilization reflects the percentage of available prime time hours that is booked and used. The industry benchmark for prime time ice utilization is 96% booked for a standard ice season.
- This measure varies from year to year based on market demand. Seven arenas expect to surpass the industry benchmark of 96% for prime time ice utilization in 2016.
- In 2013, Leaside Gardens Arena experienced a lower utilization rate as a result of construction of the second ice pad. Leaside Gardens Arena anticipates prime ice time utilization rate to recover in 2015 and after. However, the rates will perform below the industry benchmark as the Arena lost ice booking and banquet hall rental revenues due to construction and must rebuild its usage levels. Efforts are underway to restore the lost revenues through increased marketing initiatives.
- In 2015, five of eight arenas will offer year-round ice operations (George Bell, William H. Bolton, Forest Hill, McCormick, and Moss Park). Their prime time ice utilizations reflect the total of the standard Fall/Winter Ice Season plus the Spring and Summer ice seasons' prime time hours sold versus availability.

Utilization Measure – % Usage of Non-Prime Time Available Hours

Non-Prime Ice Utilization

% Usage of Non-Prime Available Hours



	George Bell	Bill Bolton	Forest Hill	Leaside	Mc Cormick	Moss Park	North Toronto	Ted Reeve
■2013 Actual	50.5%	70.2%	87.4%	29.6%	40.3%	74.6%	87.0%	62.8%
☐2014 Actual	47.1%	70.2%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%
☐2015 Proj. Actual	47.1%	69.5%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%
▨2016 Target	47.1%	69.5%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%
▨2017 Plan	47.1%	69.5%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%
▨2018 Plan	47.1%	69.5%	87.4%	64.5%	40.3%	74.6%	87.0%	62.8%

-------- Industry Benchmark = 25%-40%

- Non-prime time ice time is generally defined as daytime and late night ice times during weekdays (Mondays to Fridays 7:00 a.m. to 4:00 p.m. and 11:00pm to 1:00am).
- The industry benchmark for non-prime ice utilization ranges from 25% to 40% average rental for the standard ice season for a good arena.
- All eight arenas have been meeting or surpassing the industry benchmark of 25-40% for non-prime time ice utilization, and expect to continue to do so in the near future.
- McCormick Arena's 40% utilization of non-prime ice time represents a composite figure for the two ice surfaces combined, one large and one small ice rink, and meets the industry benchmark. The small rink is difficult to rent out at the best of times, and during the day there is little demand for the small ice surface except for shinny and practices.
- Leaside Arena's non-prime ice utilization rate dropped significantly in 2013 to 29.6% due to the addition of the second ice pad and the disruption caused by the construction. Leaside Arena experienced 64.5% of utilization rate since 2014 and the trend is expected to continue.
- All eight Arena Boards actively market daytime ice to the local community.

TOWN HALL
SWANSEA TOWN HALL
COMMUNITY CENTRE
Lots of great act
& events for al

Association of Community Centres

2016 OPERATING BUDGET OVERVIEW

The Association of Community Centres (AOCCs) comprises of 10 volunteer board-run multi-purpose facilities providing a broad range of community, recreation and social service programs to residents in the local community.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents in 2016 is $7.920 million gross and $7.646 million net as shown below.

	2015	2016	Change	
(in $000's)	Approved	Budget	$	%
Gross Expenditures	7,900.1	7,920.0	20.0	0.3
Gross Revenues	423.	273.4	(149.8)	(35.4%
Net Expenditures	**7,476.8**	**7,646.6**	**169.8**	**2.3**

For 2016, the opening net pressure of $0.189 million due to known salary and benefit costs and inflationary increases for non-payroll costs, was partially offset by an increase in rental revenue of $0.019 million at Swansea Town Hall.

As a result, the Association of Community Centres 2016 Operating Budget is $0.169 million or 2.3% over the 2015 Net Operating Budget.

Fast Facts

- The City has 10 AOCCs that provide a broad range of community, recreation and social service programs to meet the diverse and changing needs of communities with oversight provided by a Board of Management .
- AOCCs governance represents a hybrid between a City Agency and an independent, not-for-profit, community based organization.
- The Relationship Framework defines the relationship between the City of Toronto and each Association of Community Centres and its Board of Management.

2016 Operating Budget Highlights

The 2016 Operating Budget for the Association of Community Centres of $7.920 million gross and $7.646 million net provides funding for the 10 AOCCs.

- The budget as presented is $0.169 million or 2.3% over the 2015 Approved Budget. It includes funding for inflationary increases to ensure ongoing, stable core-funding is provided to the AOCCs to deliver programming and services to local communities.
- No reductions to the budget are included, as these will negatively impact the delivery of services and service levels.

2015 Key Service Accomplishments

In 2015, the Association of Community Centres accomplished the following:

- ✓ The 519 Community Centre experienced an increase from 265,701 to 292,270 of total program, service and event community encounters. The Centre welcomed 35,000 people to PrideHouseTO which was part of the 2015 Pan/Parapan Am Games and ensured that the Games were the most LGBTQ-inclusive multi-sport games in history.
- ✓ Applegrove Community Complex began implementing the strategic directions adopted in late 2014 including a 9 week summer day camp to meet the needs of parents over the unusual 10-week school break, introducing before- and after-care for the summer and March Break camps.
- ✓ Cecil Community Centre saw an increase of over 12% in service contacts of children and families attending its Family Resource program from the Cantonese, Mandarin, Japanese, Korean, Urdu-speaking, Russian and Portuguese communities.
- ✓ Central Eglinton Community Centre experienced a 20% Increase in membership notably in the 50+/Older Adult category, and a 7% increase in client contacts.
- ✓ Community Centre 55 provided valuable support to the community including 350 children in daycare and weekly summer camps, over 60 summer jobs, 30 events and programs as well as food and toys for 1000 in-need families at Christmas.
- ✓ Eastview Neighbourhood Community Centre increased its satellite program locations by 40%, it now operates 7 satellite locations for children and youth programs. In addition, a new logo was created in consultation with key community stakeholders.
- ✓ Harbour Front Community Centre generated $ 1.257 million of program funding from fundraising/donations, productive enterprises, grants, volunteer and corporate sponsorships and 9 new grant partners. In addition, memberships increased by 2.98%. and rental levels surpassed the target by 39.9%.
- ✓ Ralph Thornton Centre reinstated a range of programming that had been curtailed or suspended namely the After School program, Summer Adventure Camp, "Community Matters" public meeting series.
- ✓ Scadding Court Community Centre implemented various social enterprises. In addition, the Centre has continued supporting new programs such as the Development of the Aquaponic Program Initiative and the Community Garden at the Minto Site.
- ✓ Swansea Town Hall partnered with the Swansea Memorial Public Library (SMP) to deliver six programs over summer to local children and their caregivers.

Our Service Deliverables for 2016

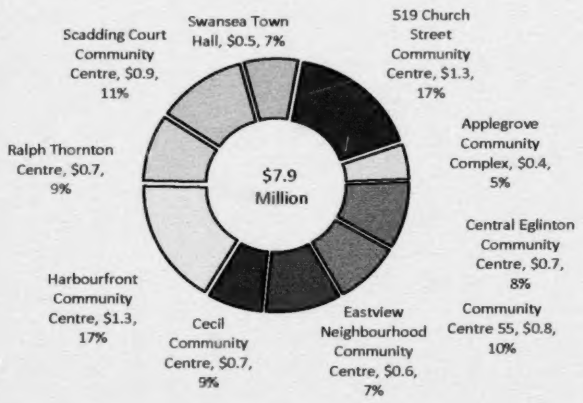
The Association of Community Centres offers programs and services that respond to community requests and local needs.

The 2016 Operating Budget will support several activities,with selected ones highlighted below:

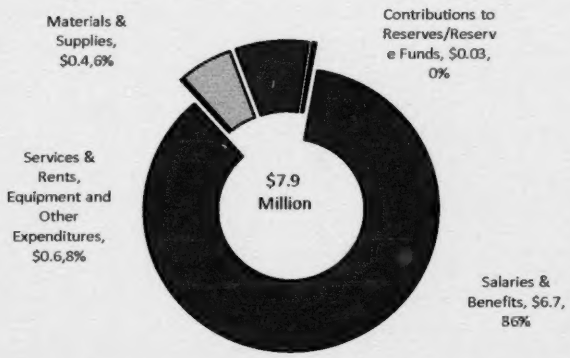
- Provide high quality services for pre-natal, early years, school age, teen, adult and older adults at Applegrove Community Complex through 40,000 service contacts with 2,300 different individuals at Applegrove Community Complex.
- Provide support to the local community by Community Centre 55 including 350 children in daycare and weekly summer camps, 60 summer jobs, 30 events and programs and food and toys for 1000 families at Christmas.
- Promote community engagement by increasing Family Resource Program Memberships by 10%, Overall Memberships by 5% and Fundraising Revenues by 10% at the Central Eglinton Community Centre. In addition, the Centre plans to hold an Active Living Fair for older adults in the spring of 2016.
- Provide programming and support to 27,806 individuals through 78,638 service encounters and leverage the assistance of 415 volunteers, contributing 24,197 hours of their time at Cecil Community Centre.
- Increase non-core program funding by 10% and increase programming for low income families at Eastview Community Centre.
- Increase the facility usage and revenues at Swansea Town Hall Community Centre by 8.25% through higher volumes and rental fees.

Where the money goes:

2016 Budget by Service

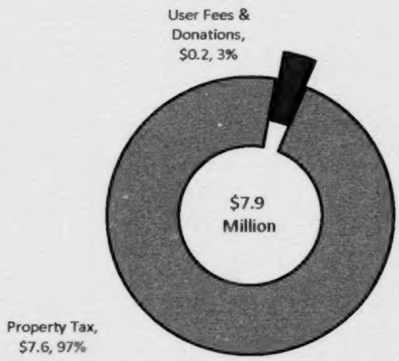


2016 Budget by Expenditure Category



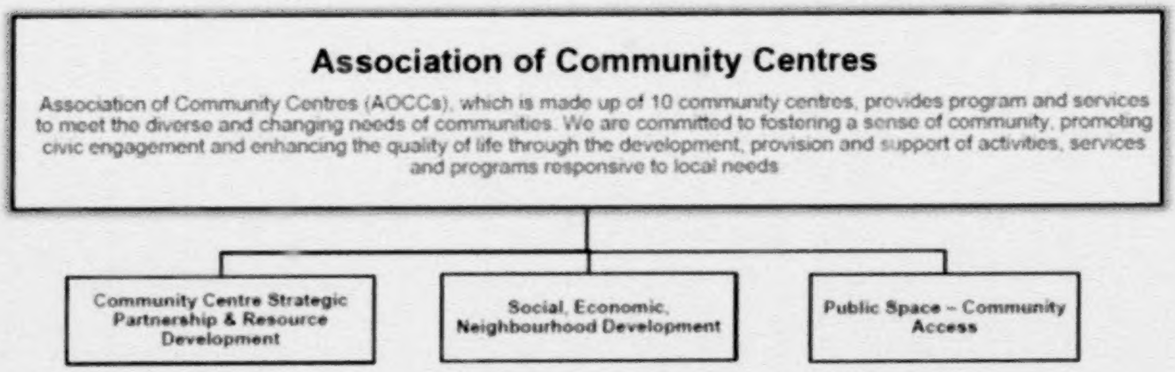
Where the money comes from:

2016 Budget by Funding Source



- **Maintain adequate, stable core City funding** to ensure that centres remain open and accessible and that programs and services are responsible and accessible to communities.
  - ✓ The 2016 Operating Budget provides adequate funding to maintain approved service levels.
- **Meeting Local Community Needs** Continuing to meet the needs of more disadvantaged residents while responding to requests of new residents as gentrification and rising real estate prices change community composition.
  - ✓ The Centres will continue to leverage third party funding to fund new initiatives to respond to the diverse and changing needs of communities.

Program Map


Association of Community Centres
Community Centre Strategic Partnership & Resource Development
Social, Economic, Neighbourhood Development
Public Space – Community Access

Association of Community Centres

Association of Community Centres (AOCCs), which is made up of 10 community centres, provides program and services to meet the diverse and changing needs of communities. We are committed to fostering a sense of community, promoting civic engagement and enhancing the quality of life through the development, provision and support of activities, services and programs responsive to local needs

Purpose:
To build community capacity by establishing / leveraging partnerships with corporations, local businesses, grant providers, community groups and community centre volunteers as well as operating productive enterprises to provide both financial and in-kind resources to support the delivery of high quality programming and community activities in the centres

Purpose:
To promote civic engagement, cultural awareness and encourage community participation by providing programming, support services, special events and membership services in the centres

Purpose:
To provide affordable accessible community public space where people can find or learn about community resources and meet, gather and participate in community and neighbourhood activities / services that are important to them

Legend:
▣ Program
☐ Service

Service Customer

Community Centre Strategic Partnership & Resource Development

- Local Residents
- Community Centre Members / Potential Members
- Local BIAs

Social, Economic, Neighbourhood Development

- Local Residents
- Community Centre Members / Potential Members
- Local BIAs

Public Space – Community Access

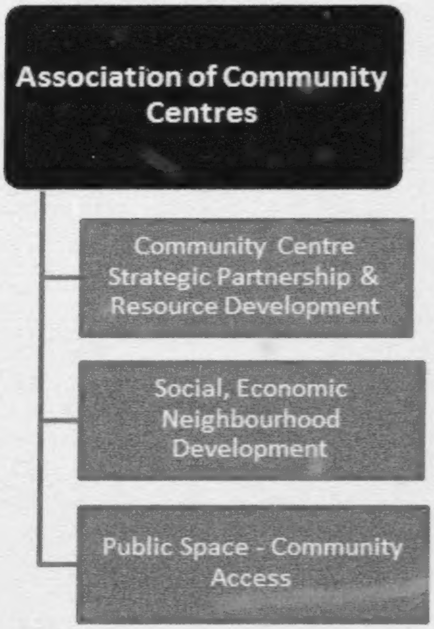
- Local Community Groups
- Faith Based Organizations
- Not for Profit Agencies
- Community Relations
- Visitors
- Families and / or caregivers in local communities
- Infant to Pre-school age children in local community
- School age children in local community
- Youth in local community
- Adult in local community
- Older Adult / Seniors in local community
- Community Associations / Chapters

Table 1

(in $000s)	2015		2016 Operating Budget			2016 Operating Budget vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
519 Church Street Community Centre											
Gross Expenditures	1,423.0	1,442.0	1,337.4		1,337.4	(85.6)	(6.0%)	35.2	2.6%	28.1	2.0%
Revenue	144.0	144.0				(144.0)	(100.0%)				
Net Expenditures	1,279.0	1,298.0	1,337.4		1,337.4	58.4	4.6%	35.2	2.6%	28.1	2.0%
Applegrove Community Complex											
Gross Expenditures	369.6	369.6	372.2		372.2	2.6	0.7%	5.5	1.5%	5.1	1.4%
Revenue											
Net Expenditures	369.6	369.6	372.2		372.2	2.6	0.7%	5.5	1.5%	5.1	1.4%
Cecil Community Centre											
Gross Expenditures	700.7	700.7	711.1		711.1	10.4	1.5%	10.9	1.5%	9.8	1.4%
Revenue											
Net Expenditures	700.7	700.7	711.1		711.1	10.4	1.5%	10.9	1.5%	9.8	1.4%
Central Eglinton Community Centre											
Gross Expenditures	632.2	632.1	663.4		663.4	31.2	4.9%	24.4	3.7%	31.2	4.5%
Revenue											
Net Expenditures	632.2	632.1	663.4		663.4	31.2	4.9%	24.4	3.7%	31.2	4.5%
Community Centre 55											
Gross Expenditures	759.0	759.0	766.6		766.6	7.6	1.0%	18.6	2.4%	8.5	1.1%
Revenue											
Net Expenditures	759.0	759.0	766.6		766.6	7.6	1.0%	18.6	2.4%	8.5	1.1%
Eastview Neighbourhood Community Centre											
Gross Expenditures	347.4	347.4	360.9		360.9	13.5	3.9%	11.4	3.2%	3.7	1.0%
Revenue											
Net Expenditures	347.4	347.4	360.9		360.9	13.5	3.9%	11.4	3.2%	3.7	1.0%
Harbourfront Community Centre											
Gross Expenditures	1,297.1	1,297.1	1,335.7		1,335.7	38.6	3.0%	(9.0)	(0.7%)	19.9	1.5%
Revenue											
Net Expenditures	1,297.1	1,297.1	1,335.7		1,335.7	38.6	3.0%	(9.0)	(0.7%)	19.9	1.5%
Ralph Thornton Community Centre											
Gross Expenditures	709.0	709.0	720.4		720.4	11.4	1.6%	0.4	0.1%	9.9	1.4%
Revenue	49.4	49.4	49.4		49.4						
Net Expenditures	659.6	659.6	671.0		671.0	11.4	1.7%	0.4	0.1%	9.9	1.5%
Scadding Court Community Centre											
Gross Expenditures	936.3	936.3	913.4		913.4	(22.9)	(2.4%)	3.3	0.4%	3.8	0.4%
Revenue	25.0	25.0				(25.0)	(100.0%)				
Net Expenditures	911.3	911.3	913.4		913.4	2.1	0.2%	3.3	0.4%	3.8	0.4%
Swansea Town Hall											
Gross Expenditures	335.7	335.7	348.8		348.8	13.1	3.9%	11.8	3.4%	10.2	2.8%
Revenue	14.8	14.8	34.0		34.0	19.2	[illegible]	6.0	[illegible]	1.5	[illegible]
Net Expenditures	320.9	320.9	314.8		314.8	(6.1)	(1.9%)	5.8	1.8%	8.7	2.7%
Total											
Gross Expenditures	7,900.0	7,918.9	7,919.9		7,920.0	20.0	0.3%	112.5	1.4%	132.0	1.6%
Revenue	423.2	423.2	273.4		273.4	(149.8)	(35.4%)	6.0	2.2%	1.5	0.5%
Total Net Expenditures	7,476.8	7,495.7	7,646.5		7,646.6	169.8	2.3%	106.5	1.4%	130.5	1.7%
Approved Positions	77.88	77.88	77.88		77.88						

The Association of Community Centres' 2016 Operating Budget is $7.920 million gross and $7.646 million net, representing a 2.3% increase over the 2015 Approved Net Operating Budget.

- Base pressures are mainly attributable to known salary and benefit adjustments and inflationary increases for non-payroll expenditures such as utilities, contracted services and supplies.
- Approval of the 2016 Operating Budget will result in the Association of Community Centres maintaining its total staff complement at 77.88.
- The 2016 and 2017 Plan increases are attributable to known salary and benefit adjustments and inflationary increases for non-salary expenditures.


Association of Community Centres
Community Centre Strategic Partnership & Resource Development
Social, Economic Neighbourhood Development
Public Space - Community Access

What We Do

The Association of Community Centres (AOCCs) which is made up of 10 community centres, provides programs and services to meet the diverse and changing needs of communities. The AOCCs are committed to fostering a sense of community, promoting civic engagement, and enhancing the quality of life through the development, provision, and support of activities, services and programs responsive to local needs.

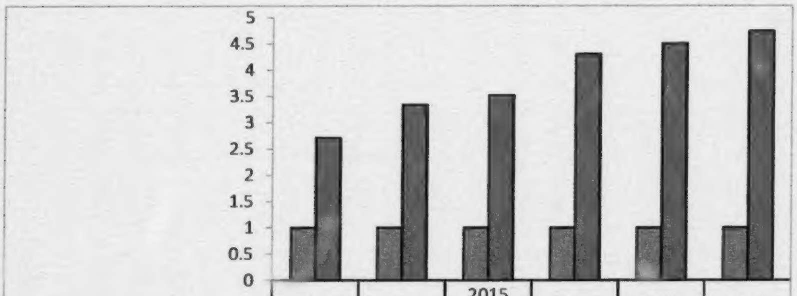
- Building community capacity by establishing/leveraging partnerships with corporations, local businesses, grant providers, community groups and Community Centre volunteers as well as operating productive enterprises to provide both financial and in-kind resources to support the delivery of high quality programming and community activities in the Centres.
- Provide civic engagement, cultural awareness and encourage community participation by providing programming, support services, special events, and membership services in the Centres.
- Provide affordable accessible community public space where people can find or learn about community resources and meet, gather, and participate in community and neighbourhood activities/services that are important to them.

2016 Service Levels

Association of Community Centres	Type	Service Level 2013	2014	2015	2016
Community Centre Strategic Partnerships & Resource Development	Volunteer Development	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers	To coordinate approximately 158,000 volunteer hours through 6,738 volunteers
	Program Funds (Fundraing/Productive Enterprises Grants)	To generate over $8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants	To generate over $8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants	To generate over $8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants	To generate over $8.8 million of Community Centre funding from Fundraisings/Donations, Productive Enterprises & Grants
	Partnerships	To garner approximately $1.4 million worth of in kind programs, services and product from partnerships.	To garner approximately $1.4 million worth of in kind programs, services and product from partnerships.	To garner approximately $1.4 million worth of in kind programs, services and product from partnerships.	To garner approximately $1.4 million worth of in kind programs, services and product from partnerships.
Social, Economic, Neighbourhood Development	Membership Management	To increase active memebership by 5% to a total of 20,600 active members across 10 centres	To increase active memebership by 5% to a total of 20,600 active members across 10 centres	To increase active memebership by 5% to a total of 20,600 active members across 10 centres	To increase active memebership by 5% to a total of 20,600 active members across 10 centres
	Programming	To support over 1.5 million programming encounters/visits by over 150,510 people	To support over 1.5 million programming encounters/visits by over 150,510 people	To support over 1.5 million programming encounters/visits by over 150,510 people	To support over 1.5 million programming encounters/visits by over 150,510 people
	Community Supports	To provide individual personal supports including food, training, couselling, clothes and other services for over 106,000 encounters	To provide individual personal supports including food, training, couselling, clothes and other services for over 106,000 encounters	To provide individual personal supports including food, training, couselling, clothes and other services for over 106,000 encounters	To provide individual personal supports including food, training, couselling, clothes and other services for over 106,000 encounters
	Community Special Events	To provide approximately 4,502 Community Special Events over 235,000 participants	To provide approximately 4,502 Community Special Events over 235,000 participants	To provide approximately 4,502 Community Special Events over 235,000 participants	To provide approximately 4,502 Community Special Events over 235,000 participants
Public Space- Community Acce	Welcome Services and General Information	To provide 389,782 information and referrals for community programs, city services and neighbouhood initiatives	To provide 389,782 information and referrals for community programs, city services and neighbouhood initiatives	To provide 389,782 information and referrals for community programs, city services and neighbouhood initiatives	To provide 389,782 information and referrals for community programs, city services and neighbouhood initiatives
	Program and Community Space	To provide over 43,134 total hours of operations supporting 1.5 million visits	To provide over 43,134 total hours of operations supporting 1.5 million visits	To provide over 43,134 total hours of operations supporting 1.5 million visits	To provide over 43,134 total hours of operations supporting 1.5 million visits
	Community Meetings/Space Use	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending	To provide over 1,200 community meetings, forums, workshops, public space serving over 50,000 attending

The 2016 Service Levels are consistent with the approved 2015 Service Levels.

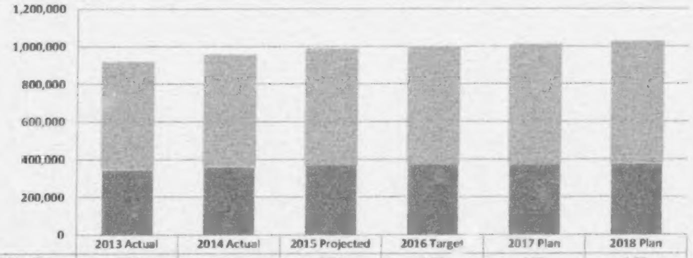
Effectiveness Measure – Leveraging City Funding– 519 Church Street Community Centre



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
City of Toronto Core Funding	1.0	1.0	1.0	1.0	1.0	1.0
The 519 Community Investment Revenue	2.71	3.34	3.52	4.3	4.51	4.74

- The non-core funding leveraged by the 519 Church Street Community Centre from alternate funding sources has increased gradually since 2013 with 2016 projected at $4.3 million and steady increase thereafter.

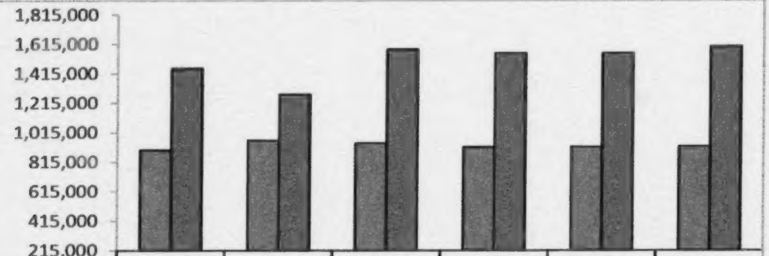
Effectiveness Measure – Leveraging City Funding – Applegrove Community Complex



	2013 Actual	2014 Actual	2015 Projected	2016 Target	2017 Plan	2018 Plan
Program $ per Admin $	1.64	1.64	1.68	1.69	1.71	1.71
Program Funding and in-kind	570,771	593,838	619,498	627,575	637,575	647,575
Admin funding	347,845	362,243	369,598	372,245	372,583	378,442

- Funding leveraged by Applegrove Community Complex is expected to increase gradually in 2016 and 2017 and then stabilize at 2017 levels for 2018.

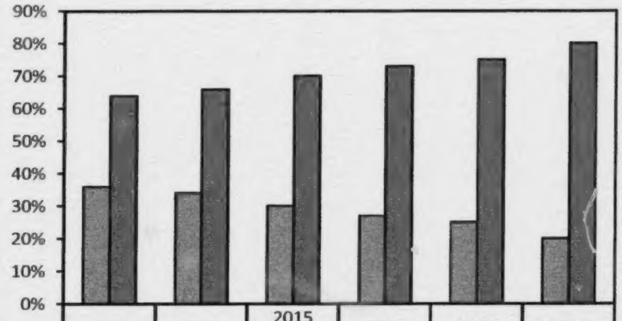
Effectiveness Measure – Leveraging City Funding – Scadding Court



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Core Funding	895,760	961,798	942,569	913,595	916,681	920,294
Program Funding	1,449,880	1,275,486	1,577,315	1,555,000	1,555,000	1,600,000

- Funding leveraged by Scadding Court is expected to decline in 2016 due to expiring grants from the other orders of government which had enabled the Centre to run programs in the past.
- The Centre will continue to maximize the funding in2016 and 2017 while supporting an expanding body of exceptional programs.

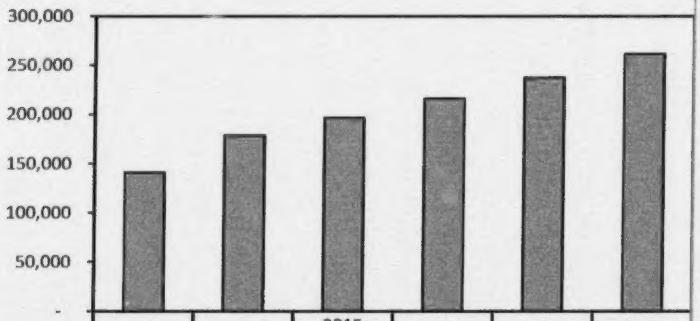
Effectiveness Measure – Leveraging City Funding – Community Centre 55



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
City Funding	36%	34%	30%	27%	25%	20%
Fundraised Contribution	64%	66%	70%	73%	75%	80%

- Community Centre 55 increased the fundraising portion of their overall budget to 70% in 2015 with the City providing 30% through core administration funding
- The Centre will continue leveraging fundraising contribution at a rate of 73% in 2016, 75% in 2017 and 80% in 2018

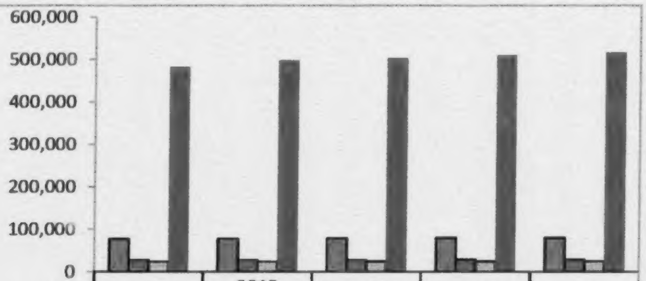
Effectiveness Measure – Number of Client Contacts – Central Eglinton Community Centre



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Target	2018 Target
Number of client contacts	140,995	178,475	196,323	215,955	237,550	261,305

- Central Eglinton Community Centre increased its number of client contacts to 196,323 in 2015 from 178,475 in 2014, representing a 10% increase.
- The upward trend is expected to continue in 2016 and beyond.

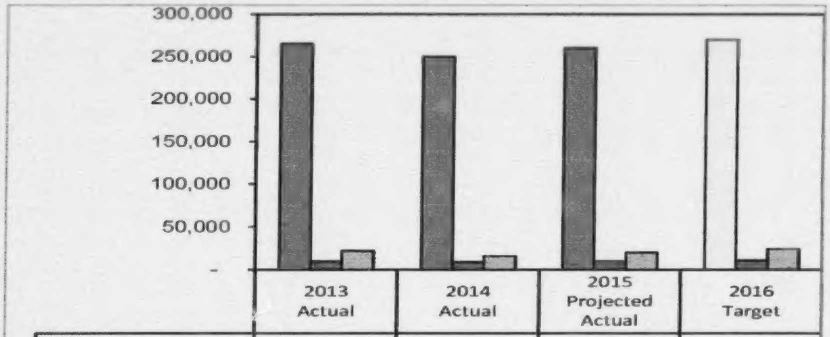
Effectiveness Measure – Program Participation – Cecil Community Centre



	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# of visits to Centre	77,088	77,859	78,638	79,424	80,218
Individuals Served	27,259	27,531	27,806	28,084	28,365
Volunteer/ Seconded Staff Hours	23,720	23,957	24,197	24,439	24,683
Contributed value of volunteers and seconded staff	482,255	497,952	503,928	509,975	516,095

- The number of visits to Cecil Community Centre has steadily increased since 2014 and is expected to rise in the future years.
- A similar trend is seen in the number of individuals served, the volunteer hours provided and the contributed value of volunteers and seconded staff since 2014.

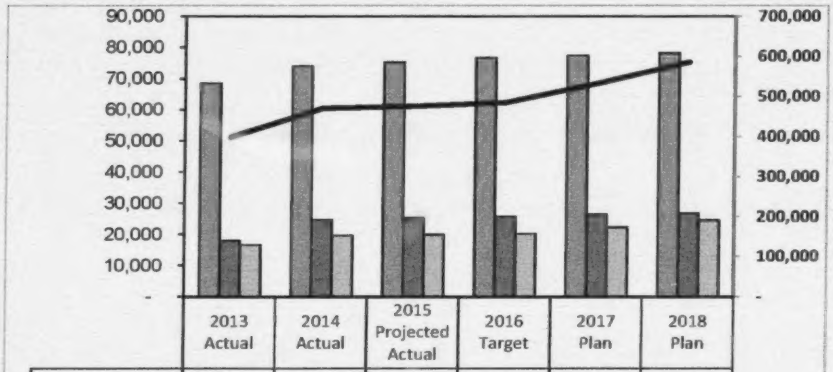
Effectiveness Measure – Program Activity and Participation – Eastview Neighbourhood Community Centre



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target
Total Number of Client Interactions	265,000	250,000	260,000	270,000
Total People Served	9,700	9,000	10,000	11,000
Total Volunteer Hours	22,000	16,000	20,000	24,000

- Client interactions at the Eastview Neighbourhood Community Centre continue to increase and are expected to rise in the future years.
- Similarly, the number of individuals and the volunteer hours provided since 2013 continues to increase and are expected to rise in the future years. The large volunteer base allows for high quality program delivery to a wider community.

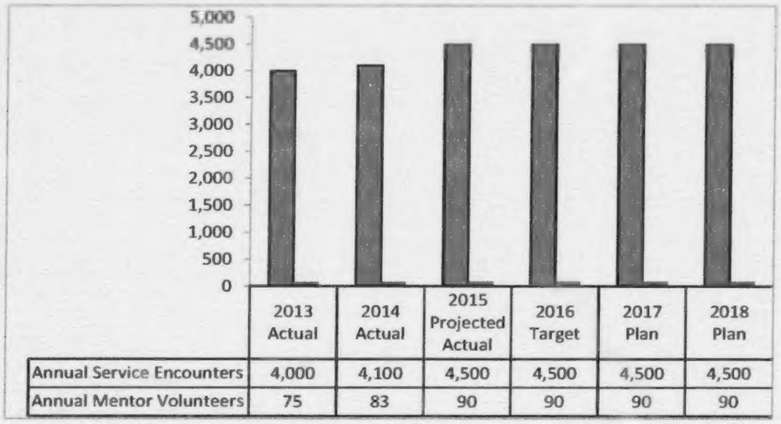
Effectiveness Measure – Program Participation – Harbourfront Comunity Centre



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Service Hours	68,491	73,981	75,162	76,665	77,432	78,206
Individuals Served	17,853	24,563	25,201	25,705	26,219	26,744
Volunteer Hours	16,575	19,577	19,784	20,180	22,198	24,418
$ Volunteer Value	397,800	469,848	474,816	484,320	532,752	586,027

- Service demand at the Harbourfront Community Centre continues to increase from 2013 to 2015. During this period, Service Hours increased by 9.7% and Individuals Served increased by 41%.
- Similar trend can be seen in the volunteer hours provided since 2013.

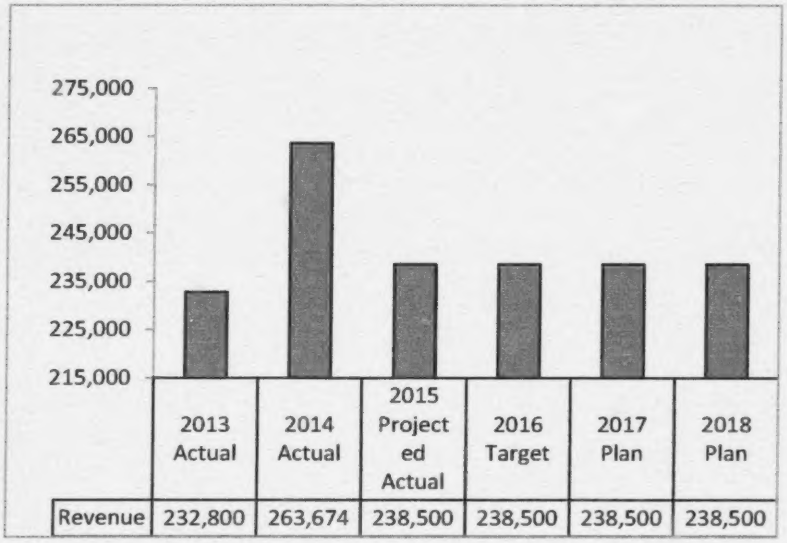
Effectiveness Measure – Chinese Newcomer Mentoring Program for Children – Ralph Thornton Centre



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Annual Service Encounters	4,000	4,100	4,500	4,500	4,500	4,500
Annual Mentor Volunteers	75	83	90	90	90	90

- Ralph Thornton Centre (RTC) will continue to maintain the new Chinese immigrant children mentor program at 2015 levels in 2016 and beyond.

Effectiveness Measure – Space Usage Revenue – Swansea Town Hall



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Revenue	232,800	263,674	238,500	238,500	238,500	238,500

- Swansea Town Hall has historically been able to generate sufficient increased revenue from renting facility space to partially offset the annual increased administrative costs.
- In 2014 and 2015, Swansea Town Hall received lower rental revenue due to the closure of the Swansea Nursery School facility.
- The Centre will continue to pursue other measures to mitigate the lost revenue.

Exhibition Place

2016 OPERATING BUDGET OVERVIEW

Exhibition Place is a diverse venue for major trade and public exhibitions, meetings, conventions, professional sports, entertainment, green technologies, and public celebrations. It hosts more than 350 events annually and attracts over 5.3 million visitors a year.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $36.566 million gross with operating revenues of $36.671 million, resulting in $0.105 million net revenue as shown below.

(in $000's)	2015 Budget	2016 Budget	Change $	Change %
Gross Expenditures	38,178.6	36,565.9	(1,612.7)	(4.2%
Gross Revenues	38,430.9	36,670.9	(1,760.0)	(4.6%
Net Expenditures	**(252.3)**	**(105.0)**	**147.3**	**(58.4%**

The 2016 Operating Budget represents a 5% increase in net revenue over the 2014 Approved Operating Budget. The 2014 Operating Budget is used for base comparison since the 2015 Operating Budget included significant one-time Pan Am Games related expenditures and revenues.

Fast Facts

- Exhibition Place is Canada's largest entertainment venue and attracts over 5.3 million visitors a year.
- 192-acre parkland with 3,002 trees.
- Host to 6 of the 10 consumer exhibitions in Canada including the Toronto International Boat Show, the National Home Show, Royal Agricultural Winter Fair and the Canadian National Exhibition.
- Exhibition Place hosted 13 major events for Pan Am Games in 2015.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Exhibition Place of $36.566 million gross and $0.105 million in net revenue will provide funding for:
  - ✓ Conventions, Conferences & Meetings ($4.806 million).
  - ✓ Exhibitions & Events ($15.273 million).
  - ✓ Exhibition Place Asset Management ($13.970 million).
  - ✓ Exhibition Place Parking Access ($2.518 million).

2015 Key Service Accomplishments

In 2015, Exhibition Place accomplished the following:

- ✓ Maintained outstanding customer service by achieving an average of 90% rating from client satisfaction surveys.
- ✓ Continued to promote environmental initiatives and energy conservation.
- ✓ Continued implementation of the strategy for energy efficient capital upgrades for the non-tenanted buildings.
- ✓ Hosted 13 major events for Pan Am Games.
- ✓ Continued construction of the Raptors Practice Facility.
- ✓ Improved events attendance and occupancy as well as continued to develop community use of the grounds.

Our Service Deliverables for 2016

Exhibition Place is Canada's largest entertainment venue, responsible for managing 192-acre site, for providing inclusive and accessible parkland, and for serving as a destination for entertainment, recreation and sporting events, and public celebrations, while operating as a self-sustaining and environmentally responsible entity.

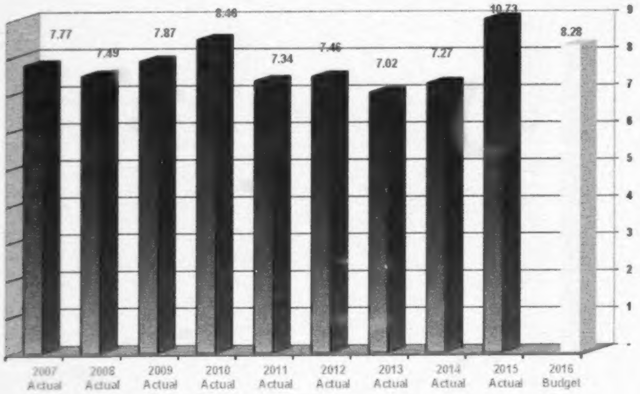
The 2016 Operating Budget will fund:

- Exhibition Place operations that will host City celebrations and events that attract international visitors, such as the NBA FanFest as part of the NBA All-Star Event, Toronto Caribbean Festival and the Honda Indy Toronto.
- The Enercare Centre that will host national and community events and shows such as the Royal Agricultural Winter Fair, Toronto International Boat Show, the National Home Show/Canada Blooms and the One of a Kind Craft Shows.
- The Allstream Centre which hosts conventions, conferences and meetings, complementing the event activities at the Enercare Centre by attracting more international conferences, consumer and trade shows, exhibits, festivals and conventions to Toronto.

Trends

- 95% of meetings and events at Exhibition Place occur between September and June each year.
- Over 85% of waste collected at Exhibition Place is recycled or reused and diverted from landfills.
- Exhibition Place is a Canadian leader in environmental sustainability for convention centre operations. Enercare Centre is "LEED Gold Certified" and Allstream Centre is the "LEED Silver Certified" by the Canada Green Building Council.
- Revenue from tenants has been sustained through the economic downturn, anticipated to remain stable in 2016.

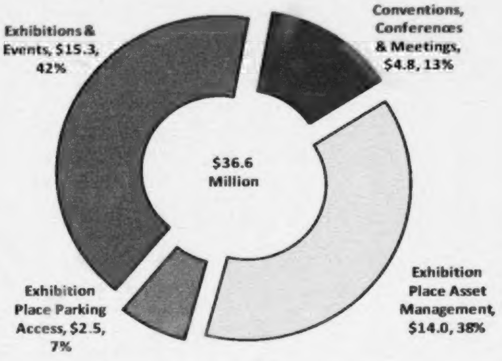
Effectiveness Measure – Building Rental for Enercare Care Centre ($ Millions)



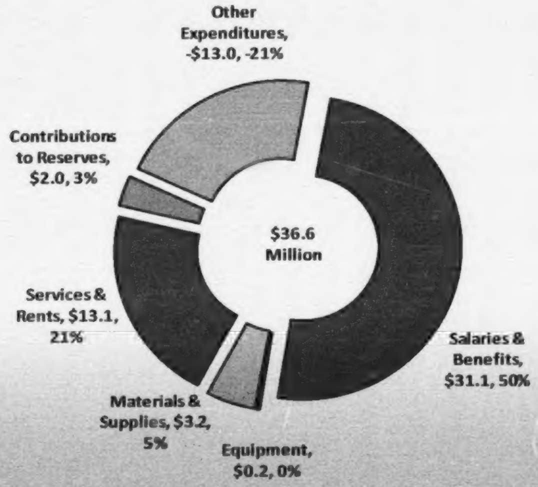
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service ($ Millions)

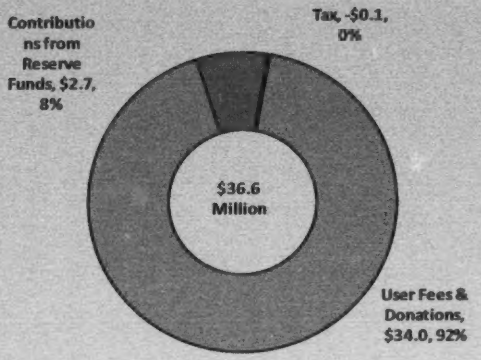


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Maintaining Positive Financial Performance**
  - ✓ Increases in market based user fees for facility rentals and parking will be implemented to generate additional revenue for the Program.
  - ✓ The 2016 Operating Budget achieves service efficiencies from outsourcing its electrical and mechanical services to a third party contractor, which in turn will reduce the operating costs.
- **Green Initiatives**
  - ✓ Maintain Exhibition Place's status as a leader in environmentally friendly facilities by securing funds for the new green energy initiatives.
- **Maintaining Trade and Consumer Show Business**
  - ✓ With the new hotel being completed in July 2016 on the Exhibition Place's grounds, Exhibition Place will be able to compete for a whole new segment of the conference, meeting and convention business that would not previously consider Exhibition Place's facilities because of lack of on-site accommodations.

Program Map

Exhibition Place

To foster Exhibition Plan as an inclusive and accessible parkland and a business destination for conventions, exhibitions, entertainment, recreation & sporting events and public celebrations and in doing this, operate as a self-sustaining and environmentally-responsible entity.

Exhibition and Events

Purpose:
Enercare Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of contiguous space. In addition, Exhibition Place has a 192-acre site that allows for public celebrations and events, such as the Honda Indy Toronto, CHIN picnic, and Toronto Caribbean Festival, and CNE. The Exhibitions and Events service has a direct annual economic impact of more that $400 million to Toronto.
To provide professional management expertise to effectively run the operations and to seek out business development, sponsorship[and partnership opportunities

Conventions, Conferences & Meetings

Purpose:
Allstream Centre reopened in 2009 after $50M of renovations to the historic Automotive Building. It provides new meeting rooms, exhibit space and a Class-A ballroom. The new 134,000 square foot facility complements the event activities at the Enercare Centre by attracting more international conferences, consumer & trade shows and festivals to the City of Toronto.

Exhibition Place Asset Management

Purpose:
To provide building and infrastructure maintenance and construction services to Exhibition Place facilities and structures.

Exhibition Place Parking Access

Purpose:
To provide convenient access to public parking for the Exhibition Place events, BMO field and Ricoh Coliseum sporting events and for general public use of the site.

Legend:
▣ Program
▭ Activity
☐ Service

Service Customer

Exhibitions and Events
- Event Organizers
- Exhibitors
- Leased Tenants (10 Long-term Tenants)
- Parking Patrons
- Sporting Event Attendees

Indirect (Beneficial)
- Event Participants
- Local Hotels and Restaurants
- Local Business Community

Conventions, Conferences & Meetings
- Associations
- Corporations
- Local and International Businesses & Organizations
- Not-For-Profits and Community Organizations
- Conference Attendees

Indirect (Beneficial)
- Local Hotels and Restaurants
- Local Business Community

Exhibition Place Asset Management
- Exhibition Place Services

Indirect (Beneficial)
- Event Organizers
- Exhibitors
- Leased Tenants
- Parking Patrons
- Visitors / Walking Tours
- Shows and Events Attendees
- General Public

Exhibition Place Parking Access
- Exhibition Place Event Attendees
- BMO Field Sporting Event Attendees
- Long-term Tenants
- Commuters

Indirect (Beneficial)
- Event Hosts

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Conventions, Conferences & Meetings											
Gross Expenditures	4,794.5	4,721.4	4,806.2		4,806.2	11.7	0.2%	52.7	1.1%	46.1	0.9%
Revenue	4,794.5	3,738.2	4,806.2		4,806.2	11.7	0.2%	(1,250.2)	(26.0%)	79.1	2.2%
Net Expenditures	-	983.2	-	-	-	-	-	1,302.9		(33.0)	
Exhibition Place Asset Management											
Gross Expenditures	15,201.4	14,303.4	13,432.7	536.9	13,969.6	(1,231.8)	(8.1%)	441.0	3.2%	310.6	2.2%
Revenue	1,695.5	883.7	934.8	655.0	1,589.8	(105.7)	(6.2%)	85.2	5.4%	(56.8)	(3.4%)
Net Expenditures	13,505.9	13,419.7	12,497.8	(118.1)	12,379.7	(1,126.1)	(8.3%)	355.8	2.9%	367.4	2.9%
Exhibition Place Parking Access											
Gross Expenditures	2,340.7	2,449.2	2,517.6		2,517.6	176.9	7.6%	48.8	1.9%	56.8	2.2%
Revenue	6,689.8	7,181.9	7,293.9		7,293.9	604.1	9.0%	200.0	2.7%	100.0	1.3%
Net Expenditures	(4,349.1)	(4,732.7)	(4,776.3)	-	(4,776.3)	(427.3)	9.8%	(151.2)	3.2%	(43.2)	0.9%
Exhibitions & Events											
Gross Expenditures	15,842.0	16,339.4	15,272.5		15,272.5	(569.5)	(3.6%)	(794.6)	(5.2%)	442.4	2.8%
Revenue	25,251.2	27,483.3	22,981.0		22,981.0	(2,270.2)	(9.0%)	712.9	3.1%	733.6	3.1%
Net Expenditures	(9,409.2)	(11,143.9)	(7,708.5)	-	(7,708.5)	1,700.7	(18.1%)	(1,507.5)	19.6%	(291.2)	3.2%
Total											
Gross Expenditures	38,178.6	37,813.4	36,029.0	536.9	36,565.9	(1,612.7)	(4.2%)	(252.1)	(0.7%)	855.8	2.4%
Revenue	38,431.0	39,287.1	36,015.9	655.0	36,670.9	(1,760.1)	(4.6%)	(252.1)	(0.7%)	855.8	2.3%
Total Net Expenditures	(252.4)	(1,473.7)	13.1	(118.1)	(105.0)	147.3	(58.4%)	-		-	
Approved Positions	395.0	395.0	360.0	1.0	361.0	(34.0)	(8.6%)				

The Exhibition Place's 2016 Operating Budget is $36.566 million gross and ($0.105) million net, representing a 5% increase to the 2014 Approved Net Operating Budget of ($0.100) million net and is in line with the reduction target as set out in the 2016 Operating Budget Directions and Guidelines. Comparison is made with the 2014 Net Operating Budget, since the 2015 Operating Budget included one-time Pan Am Games related expenditures and revenues.

- Base pressures of $0.448 million are mainly attributable to economic factors, cost of living adjustments and progression pay.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings of $0.183 million through outsourcing its electrical and mechanical services to a third party contractor.
- New and enhanced services include one full-time District Energy System operator. The new energy system connections will offer Exhibition Place a new source of net revenues from energy sales to the new Hotel on its grounds.
- The 2016 Operating Budget will result in Exhibition Place reducing its total staff complement by 34 positions from 395 to 361.
- The 2017 and 2018 Plan increases are attributable to projected cost of living adjustments and fringe benefits increases which are offset by anticipated additional user fee revenue.

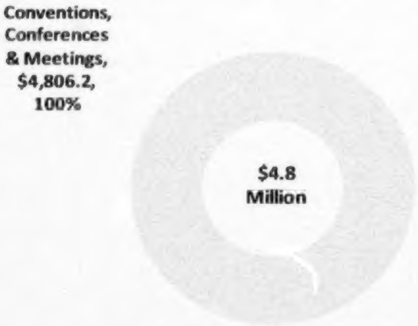
Conventions, Conferences & Meetings

Conventions, Conferences & Meetings

What We Do

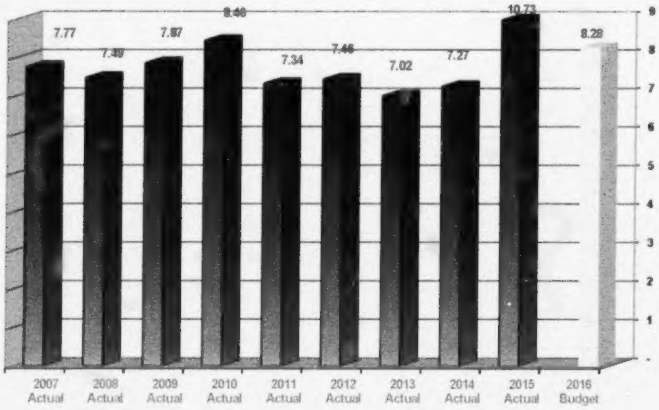
- Allstream Centre reopened in October 2009 after a $50 million renovation to the historic Automotive Building.
- The Centre provides new meeting rooms, exhibit space and a Class A ballroom.
- The new 134,000 square foot facility complements the event activities at the Enercare Centre and Exhibition Place, by attracting more international conferences, consumer and trade shows, and festivals to the City of Toronto.

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

Effectiveness Measure – Building Rental – Enercare Centre ($Millions)



- With the successful Pan Am Games events, Exhibition Place will further solidify its leadership position in hosting large variety of events complemented with excellent facility support and amenities.
- 2015 year includes Pan Am Games while 2016 will include contribution from the NBA All Star Jam Session.

2016 Service Levels

Conventions, Conferences & Meetings

Activity	Service Levels	
	2015 Approved	**2016 Preliminary**
Event Space	100% compliance with negotiated terms	100% compliance with negotiated terms
Guest Services: Food & Beverage	$90.21 food and beverage sales per attendee	$88.86 food and beverage sales per attendee
Guest Services: Facility Support	$0.32 of Net Service Revenue per $1 of total revenue	$0.30 of Net Service Revenue per $1 of total revenue
Guest Services: Parking	Labour Cost ratio of 9% of revenue	Labour Cost ratio of 8.2% of revenue

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Exhibition Place and reflect the return to normal service levels after the Pan Am Games.

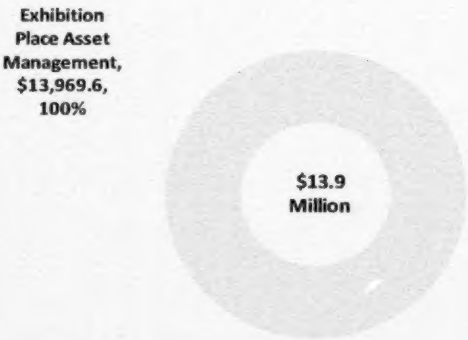
Exhibition Place Asset Management

Exhibition Place Asset Management

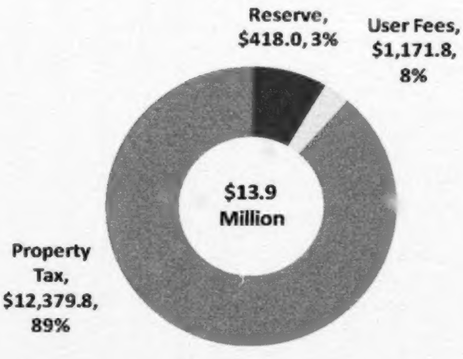
What We Do

- Provide building and infrastructure maintenance and construction services to Exhibition Place facilities and structures.

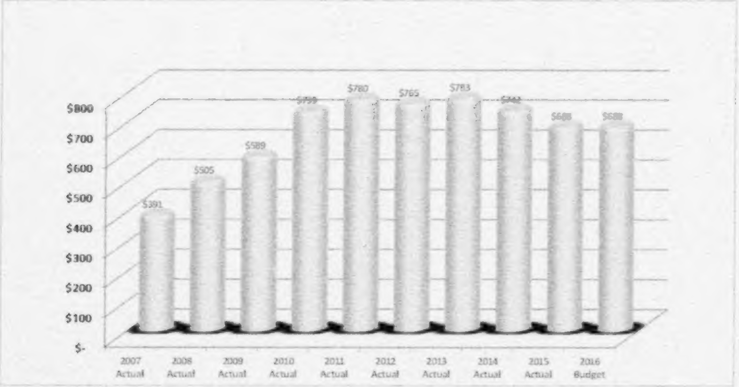
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Efficiency Measure – Utility Cost Savings from Energy Retrofit Projects ($000's)



- Savings in energy costs are projected to grow to reach an amount close to 2012 savings.
- Further savings are dependent on future Green Energy projects.
- Budget/Actuals include savings from various Energy Retrofit Projects: Photovoltaic at the East and West of the Horse Palace and East Annex, Enercare Centre halls lighting, Five Exhibition Place Buildings retrofit, LED Pathway lights, Back Pressure Steamturbine, Press Building Geothermal, Underground Parking lights.

2016 Service Levels

Exhibition Place Asset Management

Activity	Service Levels	
	2015 Approved	**2016 Preliminary**
Parking Lots, Roads & Sidewalks	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area	Maintain Parking Lots, Roads & Sidewalks in good condition for public access; increase sustainability and reduce failure of Exhibition Place Assets; effective investment of Capital funds; ensure preservation of Historical site and area
Waste Management	Waste Management: Achieve higher than 2013 actual of waste diversion of 85.15%	Waste Management: Achieve higher than 2014 actual of waste diversion of 85.74%
Fleet & Equipment Maintenance	Fleet & Equipment Maintenance: Maintain current 43 vehicles and 73 pieces of equipment and additional acquisitions	Fleet & Equipment Maintenance: Maintain current 43 vehicles and 73 pieces of equipment and additional acquisitions

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Exhibition Place Asset Management Service.

Exhibition Asset Management Service will continue to focus on improving its waste management operations.

Based on the 2014 actual experience, the service level has been raised to 85.74% waste diversion rate for 2016 or an increase of 0.59% over the 2015 level.

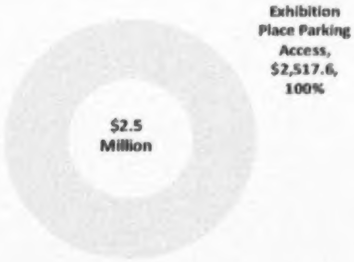
Exhibition Place Parking Access

Exhibition Place Parking Access

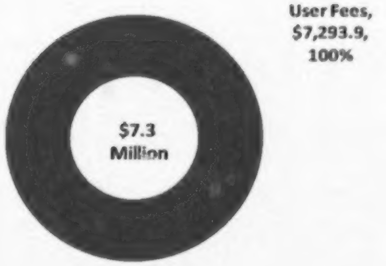
What We Do

- Provide convenient access to public parking for Exhibition Place events, BMO Field sporting events, and general public.

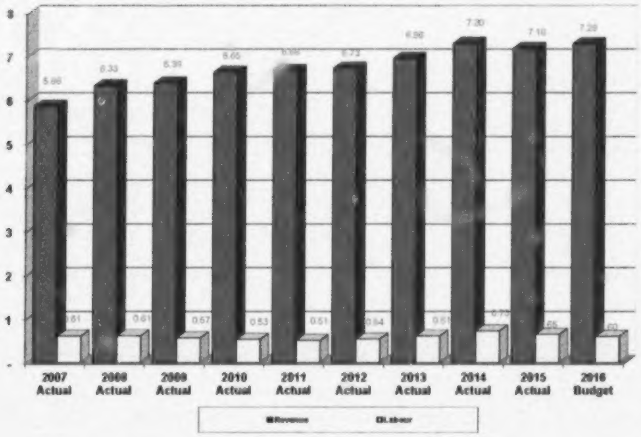
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Effectiveness Measure – Parking Revenue and Direct Labour ($Millions)



- Parking revenue and direct labour costs have performed at a consistent level over the past years. With the newly adjusted parking fee, parking revenue will continue to offer financial sustainability.
- Ratio between the parking revenue and direct labour costs has improved over the past years.

2016 Service Levels

Exhibition Place Parking Access

Activity	Service Levels	
	2015 Approved	2016 Preliminary
Surface	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue.	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 8.2% of revenue.
Underground	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 9% of revenue.	100% of parking spaces available and accessible for all major events. Variable labour cost ratio of 8.2% of revenue.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Exhibition Place Parking Access Service. The ratio between the parking revenue and direct labour costs is expected to decrease from 9% of revenue to 8.2% of revenue in 2016.

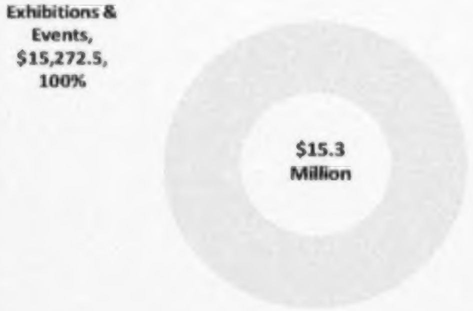
Exhibitions & Events

Exhibitions & Events

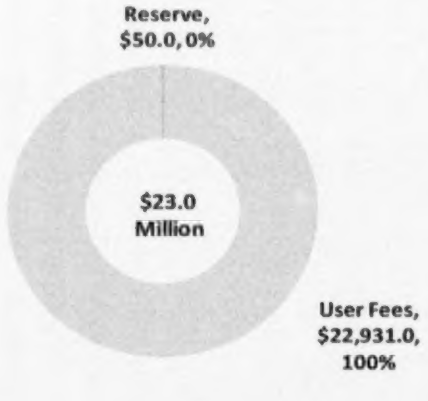
What We Do

- Enercare Centre is the largest trade and consumer show facility in Canada and the sixth largest in North America with over 1.1 million square feet of continuous space.
- The Exhibition Place has a 192-acre site that allows for public celebrations and events, such as the Honda Indy Toronto, Toronto Caribbean Festival and CNE.
- The Exhibitions & Events Service has a direct annual economic impact of more than $350 million to Toronto.

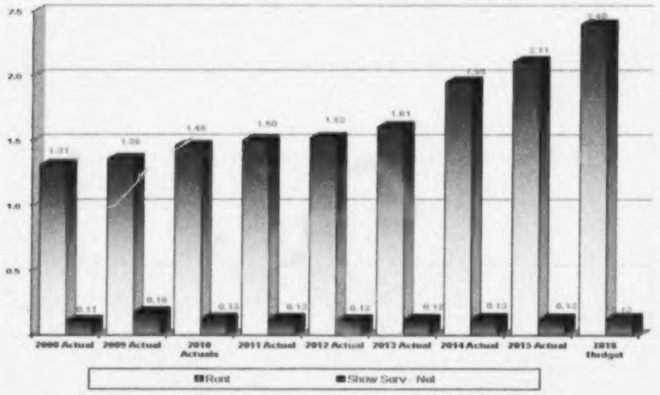
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Effectiveness Measure – Tenants Rent & Net Show Services ($Millions)



- Actual experience suggests that Enercare Centre is projected to grow its occupancy rates and number of events hosted.

2016 Service Levels

Exhibitions & Events

Activity	Service Levels	
	2015 Approved	**2016 Preliminary**
Event - Trade & Consumer	100% compliance with negotiated terms	100% compliance with negotiated terms
Event - Meetings & Corporate	100% compliance with negotiated terms	100% compliance with negotiated terms
Event - Community / Festivals / City of Toronto / Sporting / Photo & Film	100% compliance with negotiated terms	100% compliance with negotiated terms
Event - Major Citywide celebrations & special events	100% compliance with negotiated terms	100% compliance with negotiated terms
Guest Services: Food & Beverage	$4.67 food & beverage sales per attendee	$11.33 food & beverage sales per attendee
Guest Services: Facility Support	$0.75 of Service Revenue per $1 of Rent Revenue	$0.53 of Service Revenue per $1 of Rent Revenue
Long-term Tenant Support	$11.10 per Square foot of long term tenant space supported	$11.61 per Square foot of long term tenant space supported

Guest Services: Food & Beverage activity will strive to improve its sales per attendee from $4.67 in 2015 to $11.33 in 2016. Based on the actual experience in 2015, Exhibition Place anticipates enhanced sales performance for food and beverages at the Allstream Centre.

Service level for Long-term Tenant Support provided per square foot will increase from $11.10 in 1015 to $11.61 in 2016.

All other 2016 service levels will remain consistent with the approved 2015 Service Levels.

Exhibition Place

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Exhibition Place is responsible for 192 acres, with an asset value of $819.3 million in historical costs, managing 22 buildings, including 9 buildings designated under the Ontario Heritage Act. Many of these buildings have historical and cultural significance and were constructed before modern energy conservation, lighting and heating standards were developed.

The 2016-2025 Capital Budget and Plan focuses on maintaining Exhibition Place's assets in a state of good repair (SOGR) and allocates funding for major projects such as maintenance work and repairs at the Coliseum Complex, Enercare Centre and Queen Elizabeth Building, as well as the construction of a sky bridge between the Allstream Centre and the new hotel on the grounds which is a key element in the business plan for both the hotel and Allstream Centre.

The 10-Year Capital Plan supports Exhibition Place's key objective of maintaining competitive event space at the Class A level through state of good repair projects and increasing energy efficiency.

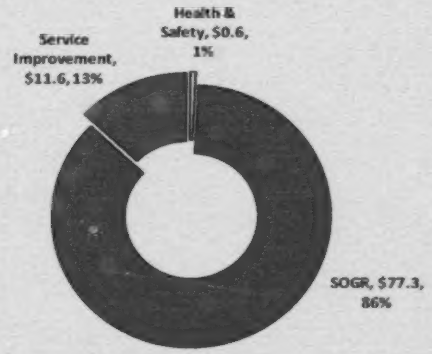
2016 Capital Budget Highlights

The 2016 Capital Budget for Exhibition Place of $4.715 million, excluding carry forward funding, will:

- ✓ Complete the relocation and construction of the parking office ($0.300 million).
- ✓ Continue with the SOGR maintenance work on:
    - ➢ Buildings pre-engineering program ($0.100 million);
    - ➢ Enercare Centre Chillers Replacement ($1.870 million);
    - ➢ Replacements to various sidewalks, pathways and road sections ($0.075 million);
    - ➢ Replacement of the fibre optic cable system ($0.150 million);
    - ➢ Building an automation system to monitor and control energy use ($0.100 million);
    - ➢ Replace power distribution equipment such as transformers, switchgears and circuit breakers ($0.200 million).
- ✓ Begin construction of a sky bridge between Allstream Centre and the new hotel ($1.920 million). The bridge is planned for 2017 completion.

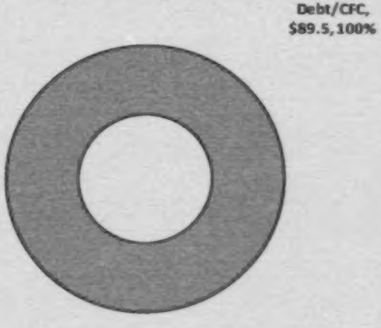
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$89.543 Million

2016-2025 Capital Budget and Plan by Funding Source



$89.543 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $89.543 million provides funding for:

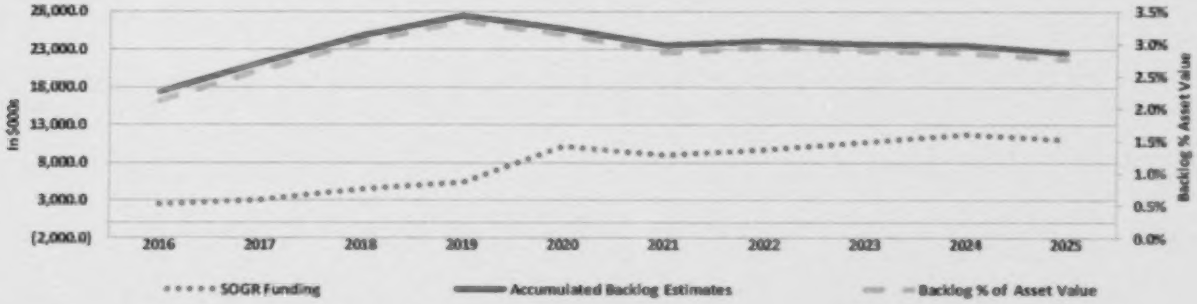
- State of Good Repair (SOGR) projects ($77.345 million) such as various buildings' pre-engineering program, maintenance work at the Coliseum Complex, Enercare Centre, Better Living Centre, Horse Palace, Queen Elizabeth Building, Food Building, Allstream Centre and Press Building; replacement of the fibre optic cable system and power distribution equipment, as well as implementing an automation system to monitor and control energy use.
- Service Improvements projects ($11.645 million) such as the Festival Plaza development, a bridge to connect the new hotel to the Allstream Centre, and the relocation and construction of the parking office to consolidate head office programs and allow for commercial leasing activities.
- Health and Safety projects ($0.553 million) such as stand pipe system upgrade at the Horse Palace and security surveillance systems.

Where does the money come from?

- Exhibition Place's 10-Year Capital Plan of $89.543 million is funded entirely by debt.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $77.345 million for State of Good Repair to address Exhibition Place's SOGR backlog. The SOGR backlog as a % of asset replacement value will increase from 2.1% in 2016 to 2.8% in 2025.

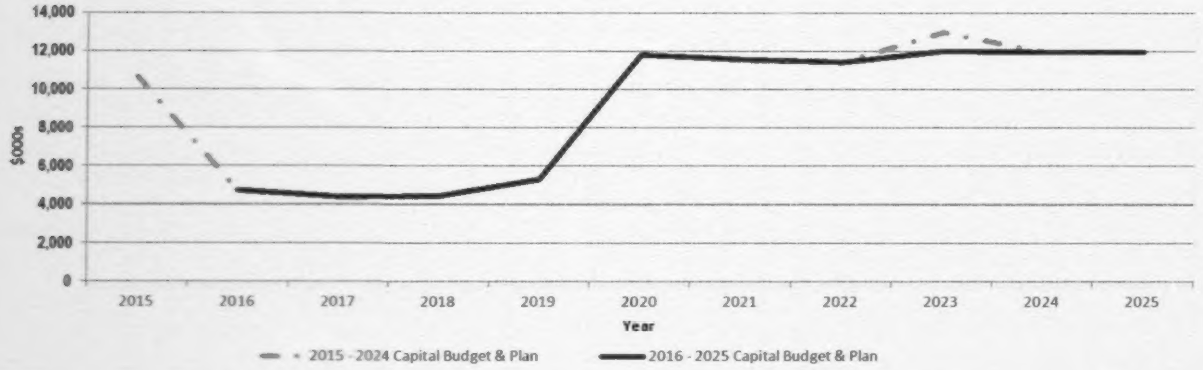


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $0.305 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $0.305 million or 0.3% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	10,630	4,715	4,390	4,465	5,345	11,820	11,538	11,415	12,985	11,935		89,238
2016 - 2025 Capital Budget & Plan		4,715	4,390	4,465	5,345	11,820	11,538	11,415	11,985	11,935	11,935	89,543
Change %		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	(7.7%)	0.0%		0.3%
Change $		0	0	0	0	0	0	0	(1,000)	0		305

As made evident in the chart above, the $0.305 million increase in the Capital Program reflects the fact that the 2025 Capital Budget of $11.935 million is $1.305 million higher than the 2015 Approved Capital Budget. This difference was then offset by the reduction of $1.000 million in 2023 for the solar photovoltaic thin film installation on the Enercare Centre roof.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $1.000 million decrease in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Exhibition Place's capital projects based on the following factors:

- ✓ Realignment of Exhibition Place's 10-Year Capital Plan to meet newly assessed SOGR requirements.
- ✓ Reallocation of funding from a number of projects to the new *Allstream Centre – Hotel X Bridge* project.

Reversal of $1.000 million in planned cash flow funding approved for 2023 for the solar photovoltaic thin film installation on the Enercare Centre (previously Direct Energy Centre) roof. Since the roof is at the end of its lifecycle and needs to be replaced, this project will be included at a later time as part of a larger roof replacement project.

The following table details the capital projects, by category, included within the 2016 – 2025 Capital Budget and Plan for Transportation Services:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Health & Safety													
Horse Palace - Stand Pipe System Upgrade			200									200	200
Other Buildings - Security Surveillance System						85	268					353	353
Sub-Total		-	200	-	-	85	268	-	-	-	-	553	553
State of Good Repair													
Pre-Engineering Program		100	125	125	125	125	125	125	150	150	150	1,300	1,300
Coliseum Complex				1,070	2,135	4,225	1,415	4,190	2,400	2,455	3,530	21,420	21,420
Enercare Centre	225	1,870	730	865	1,400	1,465	2,950	3,385	6,980	7,430	3,670	30,745	30,970
Better Living Centre						915					200	1,115	1,115
Parks, Parking Lots & Roads		75		400	350	600	775	400	425	200	200	3,425	3,425
Horse Palace						400	1,575		100		1,000	3,075	3,075
Queen Elizabeth Building			1,865	1,455	1,135	1,000	590				1,000	7,045	7,045
Food Building						110	90	1,250		1,000	300	2,750	2,750
M/E & Communication Infrastructure		450	200	550	200	750	900	300	600	200	400	4,550	4,700
Other Buildings			190			65	100				385	740	740
Allstream Centre						430	100					530	530
General Services Building										250	100	350	350
Press Building							300					300	300
Sub-Total	225	2,495	3,110	4,465	5,345	10,085	8,920	9,650	10,655	11,685	10,935	77,345	77,720
Service Improvements													
Enercare Centre								690	280			970	1,142
Parks, Parking Lots & Roads						1,650	2,350	1,075	1,050	250	1,000	7,375	7,375
Allstream Centre - Hotel X Bridge		1,920	1,080									3,000	3,000
General Services Building - Construct Parking Office		300										300	300
Sub-Total	-	2,220	1,080	-	-	1,650	2,350	1,765	1,330	250	1,000	11,645	11,817
Total Expenditures by Category (excluding carry forward)	225	4,715	4,390	4,465	5,345	11,820	11,538	11,415	11,985	11,935	11,935	89,543	90,090

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)*

10-Year Capital Plan: Net Operating Budget Impact

The 10-Year Capital Plan will not impact the 2016 - 2018 Net Operating Budgets.

Heritage Toronto

2016 OPERATING BUDGET OVERVIEW

Heritage Toronto raises awareness of Toronto's architectural, archaeological, natural and cultural heritage by delivering volunteer-led walks, bus and cycling tours around the City, installing heritage plaques and markers to commemorate buildings and events, and producing the annual Heritage Toronto Awards event.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $0.309 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	761.5	768.4	6.9	0.9%
Gross Revenues	449.5	459.5	10.0	2.2%
Net Expenditures	**312.0**	**308.9**	(3.1)	(1.0%)

The 2016 Operating Budget for Heritage Toronto meets the budget target of a 1% decrease below the 2015 Approved Operating Budget funding level.

Fast Facts

- Heritage Toronto will deliver 80 public Tours, including walking, bus, and bike tours across Toronto, including new Tours for newcomers and diverse cultural communities.
- Heritage Toronto will produce 40 interpretive plaques, telling the history and heritage of Toronto's key people, places, and events.
- Heritage Toronto will produce 40 Century House markers, successfully piloting this new initiative.
- Heritage Toronto will deliver 18 community plaque presentation events.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Heritage Toronto of $0.8 million in gross expenditures provides funding for two services, Heritage Promotion & Education and Heritage Fundraising & Partnership Development.
- The Program has achieved the target of a 1% reduction from the 2015 Approved Budget through measures taken based on the following criteria:
  - ✓ *Sustainable Savings:* Efficiency savings of 2% achieved through a $0.004 million reduction of general office supplies with no impact on service levels.
  - ✓ *Stabilized Revenue:* Increased donations and sundry revenue for the Plaques & Markers Program, and various lecture series hosted by the Program (net increase of $0.010 million)

2015 Key Service Accomplishments

In 2015, Heritage Toronto accomplished the following:

- ✓ Heritage Toronto released its "State of Heritage Report" in February 2015 to increase public awareness of heritage issues.
- ✓ Delivered the 41st annual Heritage Toronto Awards and 19th annual Kilbourn Lecture, with an increase in the number of nominated projects and attendance at the event
- ✓ Delivered Black History Month programming in schools across the city through federal government partnerships

Our Service Deliverables for 2016

Heritage Toronto continues to work on increasing awareness about the importance of the City of Toronto's shared heritage and cultural assets among the general population and visitors.

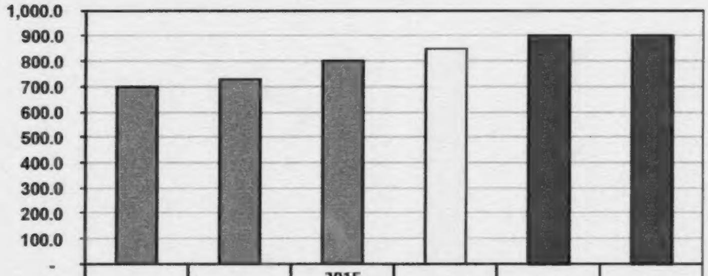
The 2016 Operating Budget will:

- Deliver 80 heritage tours, which include free and ticketed walking, cycling, bus and boutique tours offered in multiple languages.
- Create 40 plaques, interpreting the history of specific sites, people, or events in numerous Wards of the City.
- Deliver 13 community plaque presentation events.
- Create 40 Century House markers and the successful evaluation of this pilot offering.
- Deliver 4 heritage lectures: Heritage Toronto strives to deliver and promote at least one heritage lecture every quarter.
- Deliver the 42nd annual Heritage Toronto Awards and 20th Kilbourn Lecture.
- Deliver special programming for the Jane Jacobs Centennial, which may include Tours, Lectures, and an exhibit.
- Further grow the social media network to increase awareness and participation for all programs.

Trends

- Heritage Toronto introduced on-line ad sales for the first time in 2015.
- Heritage Toronto increased participation in social media channels.
- Awards attendance has increased as shown below

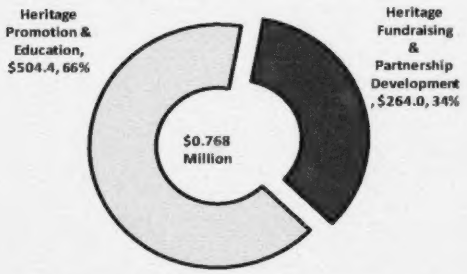
Heritage Toronto Awards Attendance

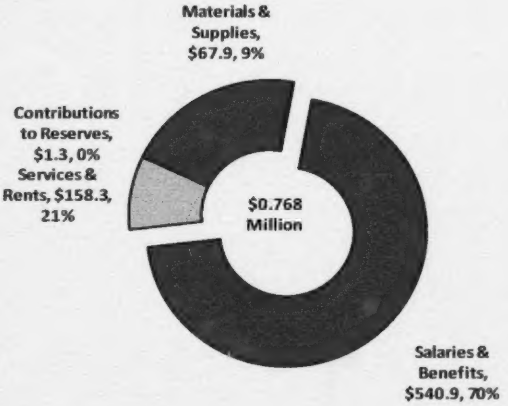


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Heritage Toronto Awards Attendance	700.0	728.0	800.0	850.0	900.0	900.0

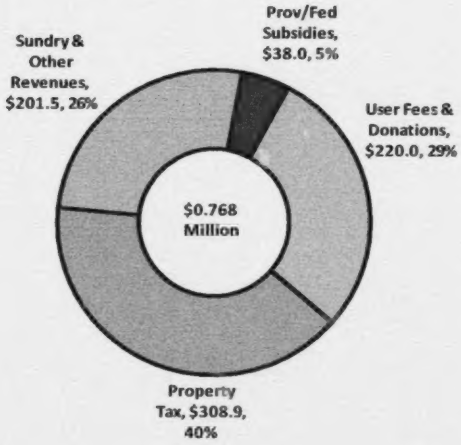
2016 Operating Budget Expenses & Funding

Where the money goes:


2016 Budget by Service


2016 Budget by Expenditure Category

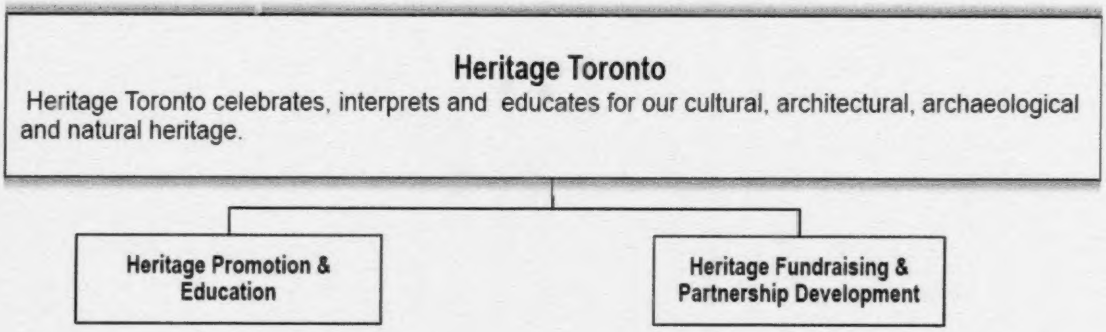
Where the money comes from:


2016 Budget by Funding Source

Our Key Issues & Priority Actions

- **Raise funds**; memberships, individual donations, ticket sales and corporate sponsorships amounting to 60% of Heritage Toronto's gross expenditures, allowing Heritage Toronto to continue to meet its service objectives and reduce reliance on City funding.
- **Introduce new programs related to:**
  - ✓ Jane Jacobs Centenary
  - ✓ Introduction to Heritage Conservation
  - ✓ World War I Plaques
  - ✓ Canada 150 Programs

Program Map


Heritage Toronto
Heritage Promotion & Education
Heritage Fundraising & Partnership Development

Heritage Toronto celebrates, interprets and educates for our cultural, architectural, archaeological and natural heritage.

Heritage Promotion & Education

Purpose:
To raise awareness of Toronto's architectural, archaeological, natural and cultural heritage, Heritage Toronto delivers volunteer-led tours around the city; installs heritage plaques and markers to commemorate buildings and events which are important to Toronto's heritage; and sponsors the annual Heritage Toronto awards. The organization also delivers heritage lectures and other promotional projects that are contingent on funding and community partnerships.

Heritage Fundraising & Partnership Development

Purpose:
To actively seek out Heritage project Grants, Sponsorship, and Partnership opportunities to increase the operational capacity of Heritage Toronto and effective grow the awareness of Heritage issues in the City of Toronto.

Legend:
▨ Program
☐ Service

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual*	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Heritage Fundraising & Partnership Development											
Gross Expenditures	277.3	255.8	264.0		264.0	(13.3)	(4.8%)				
Revenue	77.0	67.0	191.0		191.0	114.0	148.1%				
Net Expenditures	200.3	188.8	73.0		73.0	(127.3)	(63.6%)				
Heritage Promotion & Education											
Gross Expenditures	484.2	424.2	504.4		504.4	20.2	4.2%				
Revenue	372.5	303.0	268.5		268.5	(104.0)	(27.9%)				
Net Expenditures	111.7	121.2	235.8		235.8	124.2	111.2%				
Total											
Gross Expenditures	761.5	680.0	768.4		768.4	6.9	0.9%				
Revenue	449.5	370.0	459.5		459.5	10.0	2.2%				
Total Net Expenditures	312.0	310.0	308.9		308.9	(3.1)	(1.0%)				
Approved Positions	7.0	7.0	7.0		7.0						

** Based on the 2015 9-month Operating Variance Report*

The Heritage Toronto's 2016 Operating Budget is $0.768 million gross and $0.309 million net, representing a 1% decrease to the 2015 Approved Net Operating Budget and is in line with the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to an increase in non-labour related costs.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through a reduction to general office supplies with no impact on service.
- The 2016 Operating Budget does not include any service changes or new and enhanced service priorities.
- Approval of the 2016 Operating Budget will not change Heritage Toronto's staff complement.
- Heritage Toronto does not anticipate any incremental changes in 2017 and 2018.

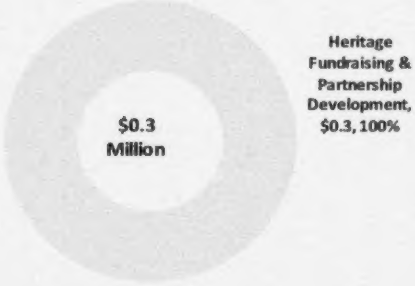
Heritage Promotion & Education

Heritage Promotion & Education

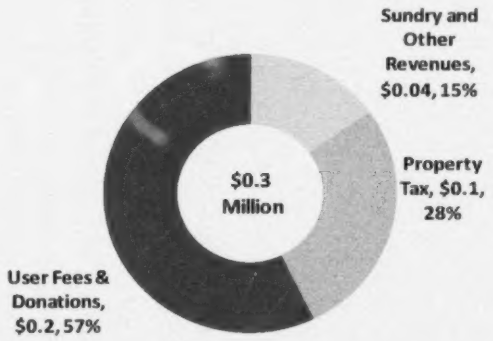
What We Do

- Raise awareness of Toronto's architectural, archaeological, natural and cultural heritage.
- Deliver volunteer-led walks, cycling and bus tours around the City.
- Install plaques and markers to commemorate buildings and events which are important to Toronto's heritage.
- Deliver heritage lectures and other promotional projects that are contingent on funding and community partnerships.

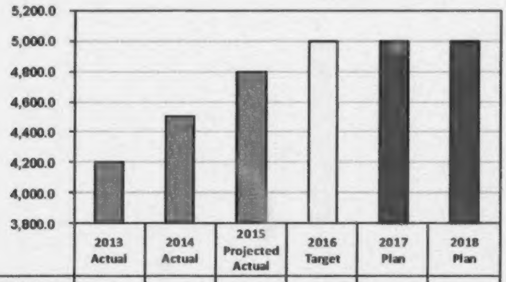
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Key Output Measure – Number of Participants in Heritage Walks



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Number of Participants in Heritage Walks	4,200.0	4,506.0	4,800.0	5,000.0	5,000.0	5,000.0

- After a few years of steady growth in attendance, Heritage Toronto expects participation in Heritage Walks to remain steady at 5,000 individuals in 2016, 2017 and 2016.

2016 Service Levels

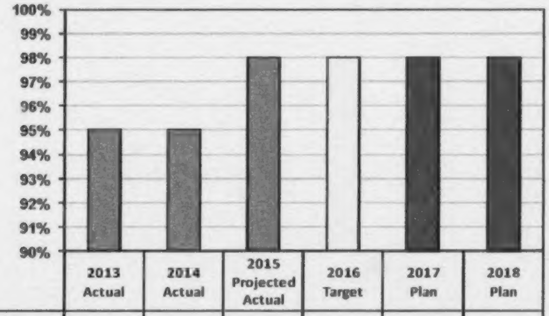
Heritage Promotion and Education

Type	Status	2013	2014	2015	2016
Plaques and Markers	Approved	Install 80 plaques and markers on an annual basis		Install 40 plaques and markers on an annual basis	Install 40 plaques and markers
Heritage Awards	Approved	Annual Heritage Awards presented with a focus on increasing audience to 900 people			Annual Heritage Awards presented with a focus on increasing audience to 900 people
Heritage Lectures	Approved	Deliver one heritage lecture per quarter		Deliver one heritage lecture every two months	Deliver one heritage lecture every quarter
Heritage Tours	Approved	Test rides in Etobicoke, Scarborough and North York	10% growth in Bike Tours	10% growth in Bike Tours	5% growth in Bike Tours
	Approved	Test tours with City of Toronto Culture and Ontario Black History society	10 % growth in Bus Tours	10% growth in Bus Tours	5% growth in Bus Tours
	Approved	Diversity from Walk Tours to Tours Program (i.e. bus, cycling and paid boutique walks)	10% growth in Walk Tours	10% growth in Walk Tours	5,000 Walk Tours
Liaisons & Consultations	Approved	Begin plans for the 2014 Heritage Voices report	Have 100% representation of all Heritage organizations to contribute to the performance report	Have 100% representation of all Heritage organizations to contribute to the performance report	Have 100% representation of all Heritage organizations to contribute to the performance report
Print/On-line Publications	Approved	Update Wesite to better share archival publications	Provide new monthly cultural contributions to the on-line publications	Provide new monthly cultural contributions to the on-line publications	Provide new monthly cultural contributions to the on-line publications

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Heritage Toronto.

Service Performance

Effectiveness Measure – Customer Satisfaction with Heritage Toronto Walks



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Customer Satisfaction with Heritage Toronto Walks	95%	95%	98%	98%	98%	98%

- Heritage Toronto measures the satisfaction levels of customers of the Heritage Walks through regular surveys.
- Customer satisfaction was recorded at 98% for 2015.

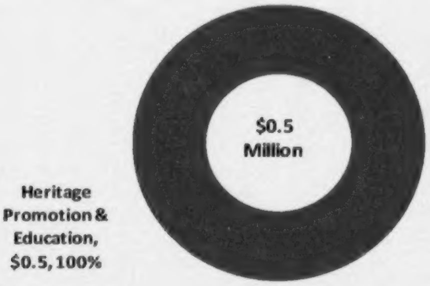
Heritage Fundraising & Partnership Development

Heritage Fundraising & Partnership Development

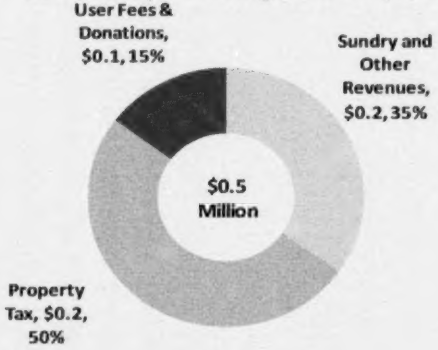
What We Do

- Actively seek our Heritage project grants, sponsorship and partnership opportunities to increase the operational capacity of Heritage Toronto and effectively grow awareness oh heritage issues in the City of Toronto.

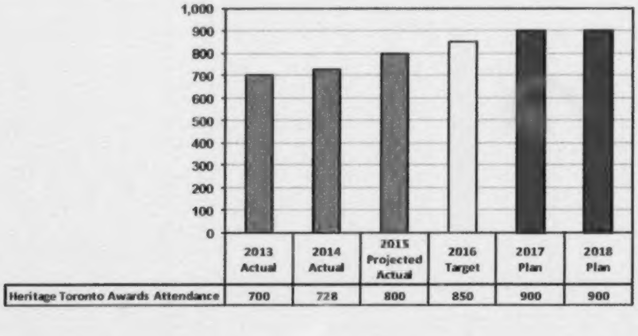
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Key Output Measure – Heritage Toronto Awards Attendance



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Heritage Toronto Awards Attendance	700	728	800	850	900	900

- Heritage Toronto tracks attendance at the annual Awards & Lecture event to raise funding through increased sponsorship and awareness of Heritage Toronto's work.
- The attendance goal for 2016 is 850 people with 900 expected in 2017 and 2018.

2016 Service Levels

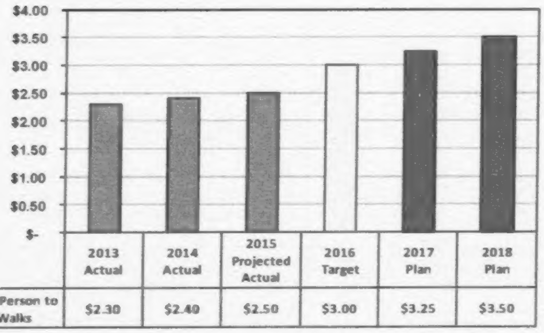
Heritage Fundraising & Partnership Development

Type	Status	2013 2014 2015	2016
Fedral Grants	Approved	Maintain 15% of operations funded from Federal Grants	Maintain 15% of operations funded from Federal Grants
Provincial Grants	Approved	Maintain 25% of operations funded from Provincial Grants	Maintain 25% of operations funded from Provincial Grants
Charitable Donations	Approved	Increase the number of donations to HT by 10%	Increase the number of donations to HT by 10%
Corporate Sponsorship	Approved	Longterm commitments from corporate sponsors around 5%	Longterm commitments from corporate sponsors around 5%
Partnerships	Approved	Retain 25% of secured partnership value for Heritage Toronto operations	Retain 25% of secured partnership value for Heritage Toronto operations

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Heritage Toronto.

Service Performance

Effectiveness Measure – Average Donation per Person to Heritage Toronto Walks



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Average Donation per Person to Heritage Toronto Walks	$2.30	$2.40	$2.50	$3.00	$3.25	$3.50

- Self-generated fundraising activities, through Memberships, individual donations, ticket sales and Corporate Sponsorship, are increasingly important to allow Heritage Toronto to meet its key service objectives and reduce its reliance on City funding.
- In the period 2016 to 2018, Heritage Toronto projects raising 60% of its gross expenditures from the above sources.
- The average donation received per person at a free Heritage Walk was $2.50 in 2015.
- The goal is to increase the average donation to $3.00 per person in 2016, $3.25 in 2017 and $3.50 in 2018.

Parking Tags Enforcement and Operations

2016 OPERATING BUDGET OVERVIEW

Parking Tags Enforcement and Operations provides safe and efficient free flow of traffic by responding to local neighbourhood parking concerns, 7 days a week, 24 hours a day. The Program collects and processes fines for issued parking infraction tickets.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $65.674 million gross and ($36.740) million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	64,219.4	65,673.7	1,454.3	2.3%
Gross Revenues	95,270.0	102,413.5	7,143.5	7.5%
Net Expenditures	**(31,050.6)**	**(36,739.8)**	**(5,689.2)**	**18.3%**

The 2016 Budget will see an overall increase of $5.689 million in revenues from 2015. Expenditures are expected to increase by $1.454 million, while parking ticket revenues are anticipated to increase by $7.144 million due to increased Parking Ticket Fines, "no standing or stopping" fines during rush hour, the continuation of the Habitual Offender Program and the Fixed Fine System.

Fast Facts

- Over 40,000 vehicles in 2015 were towed in relation to parking and enforcement violations which is up significantly from an annual average of 25,000.
- Over 16,000 vehicles were towed under the Habitual Offender Program.
- Over 600 stolen vehicles were located.
- Parking Enforcement Officers are hired and trained as a class consisting of between 20 and 30 Parking Enforcement Officers.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Parking Tags Enforcement and Operations of $65.7 million in gross expenditures provides funding for 4 services: Police Parking Enforcement Unit, Parking Revenue Enforcement Unit, Parking Revenue Processing, Judicial Processing, and Parking Tag Revenue.
- The Program has achieved the overall budget target of a 1% decrease from the 2015 Approved Budget through measures taken based on the following criteria:
  - ✓ Stable revenue adjustments from increased fines of $5.63 million; and
  - ✓ Target achievement without impacting Council approved Service Levels.

2015 Key Service Accomplishments

In 2015, Parking Tags Enforcement and Operations accomplished the following:

- ✓ Very successful expansion of Habitual Offender Towing Program for Out-of-Province vehicles
- ✓ Increased collection rate for parking ticket payments to 92% in 2015.
- ✓ Increased revenues related to fine increases and collection initiatives
- ✓ Implementation of an On-line Parking Ticket Look-up Web Application

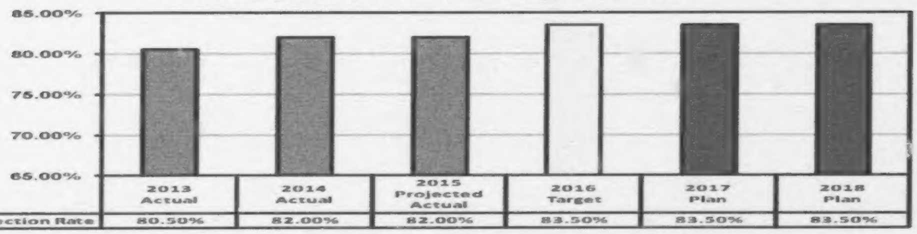
Our Service Deliverables for 2016

Parking Tags Enforcement and Operations is comprised of 4 inter-related services, each of which promotes the safe and efficient free flow of traffic. The 2016 Operating Budget will provide funding for the following services:

- The Parking Enforcement Unit ensures the safe and orderly flow of traffic and regulates parking by enforcing the Parking By-laws through the issuance of parking tickets to illegally parked vehicles and the training of Municipal Law Enforcement Officers (MLEO's) who are empowered to issue parking tickets on private and municipal properties.
- Revenue Services is responsible for the processing and collection of fines for all parking tickets issued in the City of Toronto.
- Court Services schedules and supports Part II (Parking Ticket) Trials of the Provincial Offences Act. This includes the receipt and file maintenance of all parking infraction trial requests that are delivered to court for adjudication purposes and managing default convictions.
- Parking Ticket Revenues are included in the Non-Program Revenue Budget for revenues generated from parking tickets issued to support parking by-law initiatives and other related City programs.

Trends

- The number of parking tickets issued is projected to fall by 250,000 tickets from the 2015 budgeted level to 2.350 million in 2016 and remain stable through to 2018 due to initiatives to address traffic congestion.
- The collection rate of parking tickets being paid is trending upwards and is projected to increase by 1.5% over 2015 to 83.5% in 2016 due to the continuing success of the Fixed Fine System and Habitual Offender Program.

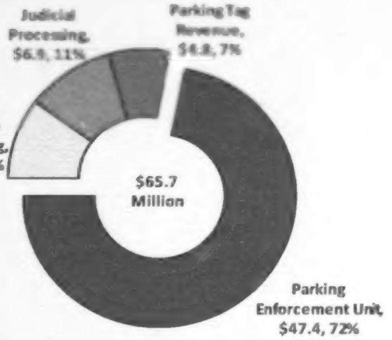

Collection Rate of Parking Tickets

	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Collection Rate	80.50%	82.00%	82.00%	83.50%	83.50%	83.50%

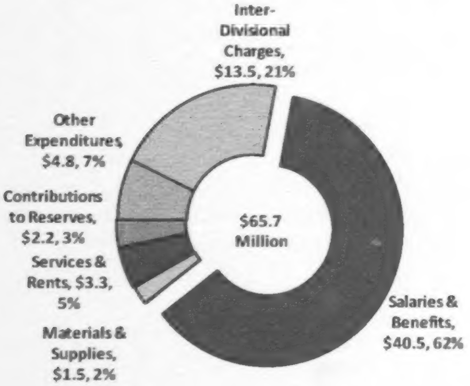
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

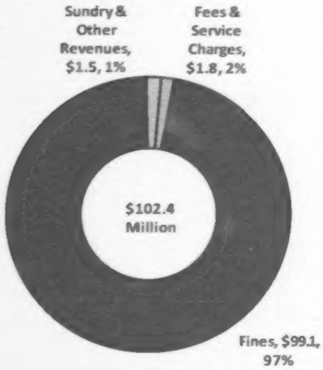


2016 Budget by Expenditure Category



Where the money comes from:

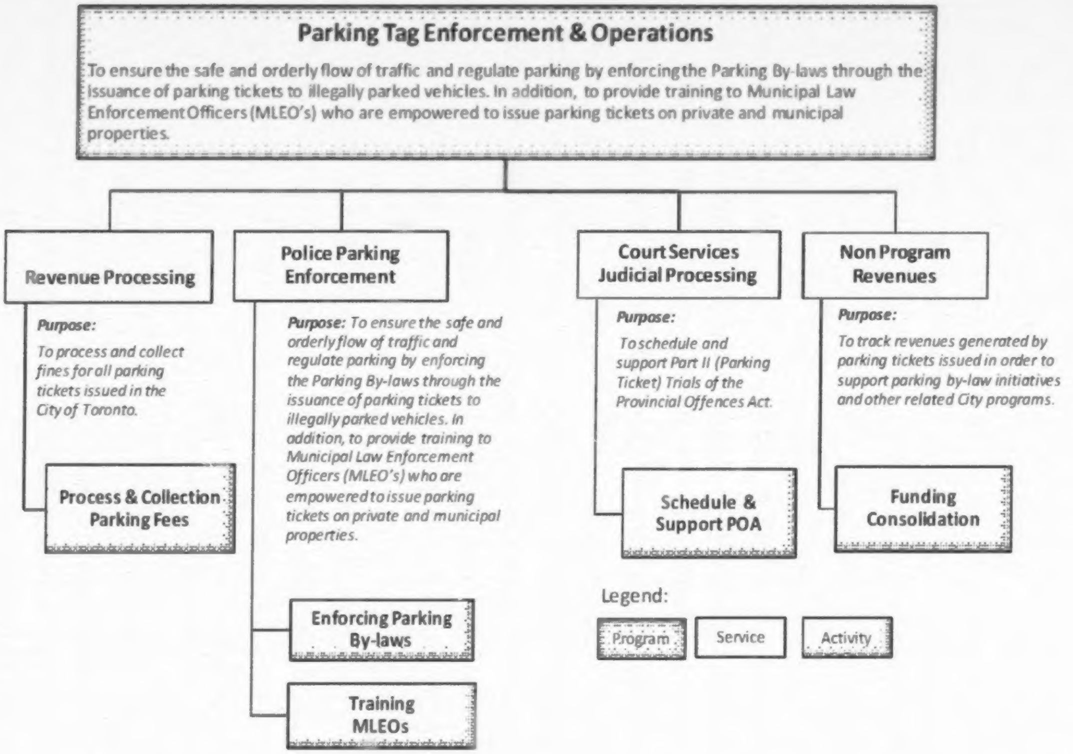
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Promote behavioural changes** and increased compliance to By-laws by:
  - ✓ Continuing the Fixed Fine System and Habitual Offender Program
  - ✓ Continuing the increased Rush Hour Route Fines during peak City travel times.
  - ✓ Implementing more strict enforcement during rush hours with regular updates to the public.
  - ✓ Responding to public emergencies/needs during rush hour.
- **Responding to changes in fines** and Provincial Legislation such as the Provincial Offences Act and City By-laws.
  - ✓ Continuous training for Parking Enforcement Officers to keep current on fine rates and By-law amendments.

Program Map



Parking Tag Enforcement & Operations

To ensure the safe and orderly flow of traffic and regulate parking by enforcing the Parking By-laws through the issuance of parking tickets to illegally parked vehicles. In addition, to provide training to Municipal Law Enforcement Officers (MLEO's) who are empowered to issue parking tickets on private and municipal properties.

Revenue Processing

Purpose: *To process and collect fines for all parking tickets issued in the City of Toronto.*

Police Parking Enforcement

Purpose: To ensure the safe and orderly flow of traffic and regulate parking by enforcing the Parking By-laws through the issuance of parking tickets to illegally parked vehicles. In addition, to provide training to Municipal Law Enforcement Officers (MLEO's) who are empowered to issue parking tickets on private and municipal properties.

Court Services Judicial Processing

Purpose: *To schedule and support Part II (Parking Ticket) Trials of the Provincial Offences Act.*

Non Program Revenues

Purpose: *To track revenues generated by parking tickets issued in order to support parking by-law initiatives and other related City programs.*

Process & Collection Parking Fees
Enforcing Parking By-laws
Training MLEOs
Schedule & Support POA
Funding Consolidation
Legend:
Program
Service
Activity

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Toronto Police Parking Enforcement											
Gross Expenditures	46,363.0	45,843.0	47,442.4		47,442.4	1,079.4	2.3%	957.0	2.0%	982.5	2.0%
Revenue	1,484.6	1,484.6	1,519.5		1,519.5	34.9	2.4%				
Net Expenditures	44,878.4	44,358.4	45,922.9	-	45,922.9	1,044.5	2.3%	957.0	2.1%	982.5	2.1%
Revenue Services											
Gross Expenditures	6,494.0	6,494.0	6,614.5		6,614.5	120.5	1.9%				
Revenue					-	-	-				
Net Expenditures	6,494.0	6,494.0	6,614.4	-	6,614.4	120.5	1.9%	-		-	
Court Services											
Gross Expenditures	6,362.4	6,362.4	6,866.8		6,866.8	504.4	7.9%				
Revenue					-	-	-				
Net Expenditures	6,362.4	6,362.4	6,866.8	-	6,866.8	504.4	7.9%	-		-	
Non Program											
Gross Expenditures	5,000.0	5,000.0	4,750.0		4,750.0	(250.0)	(5.0%)				
Revenue	93,785.4	91,500.0	100,894.0		100,894.0	7,108.6	7.6%				
Net Expenditures	(88,785.4)	(86,500.0)	(96,144.0)	-	(96,144.0)	(7,358.6)	8.3%	-		-	
Total											
Gross Expenditures	64,219.4	63,699.4	65,673.7	-	65,673.7	1,454.3	2.3%	957.0	1.5%	982.5	1.5%
Revenue	95,270.0	92,984.6	102,413.5	-	102,413.5	7,143.5	7.5%			-	
Total Net Expenditures	(31,050.6)	(29,285.2)	(36,739.8)	-	(36,739.8)	(5,689.2)	18.3%	957.0	(2.6%)	982.5	(2.7%)
Approved Positions	394.0	390.0	394.0	-	394.0	-					

The Parking Tags Enforcement and Operations' 2016 Operating Budget is $65.674 million gross and ($36.740) million net, representing an 18.3% increase in net revenue over the 2015 Approved Net Operating Budget and exceeds the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are attributable to the progression pay and cost of living allowance increases in salaries and benefits particularly for staff in the Toronto Police Parking Enforcement Unit and an increase in charges for adjudication and monitoring costs by the Province recovered by Court Services.
- To help mitigate the above pressures, the Program was able to reduce court costs in response to fewer trial requests and less payments to the Province, resulting from lower ticket issuances and increased compliance.
- 2016 revenues will increase by $7.1 million, of which, $5.63 million is attributable to increased fines and the remaining $1.5 million in revenue is related to the continuation of the Habitual Offender Program, Fixed Fine Systems, and enforcement of "No Standing, No Stopping, and No Parking" fines issued during rush-hour periods.
- The 2017 and 2018 Plan increases are attributable to known salary and benefits adjustments.

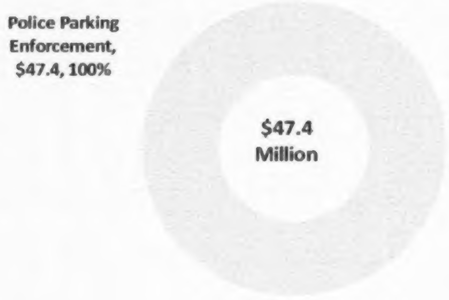
Police Parking Enforcement

Police Parking Enforcement

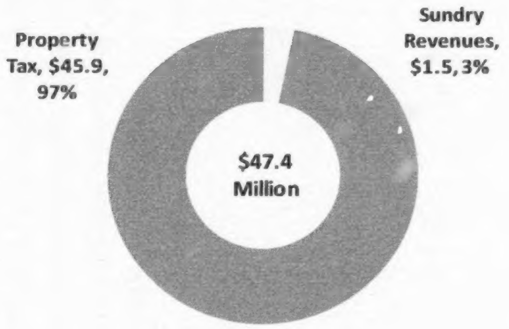
What We Do

- Enforce Parking By-laws: Issuance of parking infraction tickets;
- Parking tag inventory control;
- Handle complaints against Municipal Law Enforcement Officers; and
- Train Municipal Law Enforcement Officers as required.

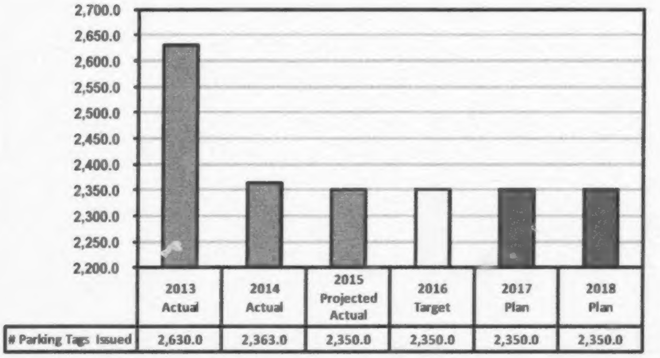
2016 Service Budget by Activity ($millions)



Service by Funding Source ($millions)



Number of Parking Tags Issued ('000s)



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
# Parking Tags Issued	2,630.0	2,363.0	2,350.0	2,350.0	2,350.0	2,350.0

- Introduction of the Fixed Fine System, and increases in fines during rush hour are expected to result in greater compliance.
- With greater compliance due to initiatives introduced in 2014, tickets issued have gradually fallen each year.
- Parking tags issued are expected to stabilize in 2016 at 2.35 million.

2016 Service Levels

Police Parking Enforcement

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Police Parking Enforcement	Number of Parking Tags Issued	Approved	2.8 million	2.6 million	2.6 million	**2.35 million**
		Actual	2.63 million	2.363 million	2.35 million	

The 2016 Service Levels are consistent with the approved 2015 Service Levels for Police Parking Enforcement. The City of Toronto will lower its target for parking tickets issued due to greater compliance with parking regulations.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	%	$	%	$	%
Police Parking Enforcement										
Gross Expenditures	46,363.0	47,442.4		47,442.4	1,079.4	2.3%	957.0	2.0%	982.5	2.0%
Revenue	1,484.6	1,519.5		1,519.5	34.9	2.4%				
Net Expenditures	44,878.4	45,922.9		45,922.9	1,044.5	2.3%	957.0	2.1%	982.5	2.1%
Approved Positions	394.0	394.0		394.0						

The Police Parking Enforcement's 2016 Operating Budget of $47.442 million gross and $45.923 million net is $1.045 million or 2.3% over the 2015 Approved Net Budget.

- The cost of living allowance, progression pay and fringe benefit increases totaling $1.16 million are driving the costs for this service.
- In order to offset the above net pressures, the 2016 Operating Budget includes savings of $0.151 million derived from a reduction in lease expenditures following relocation of Parking Tags Enforcement Headquarters to 330 Progress Avenue.

Parking Revenue Processing

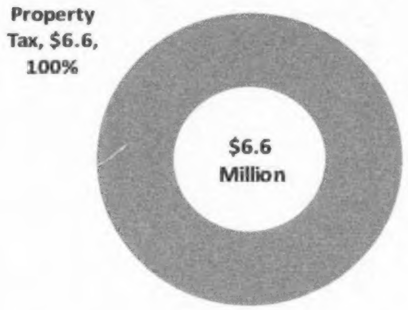
Parking Revenue Processing

What We Do

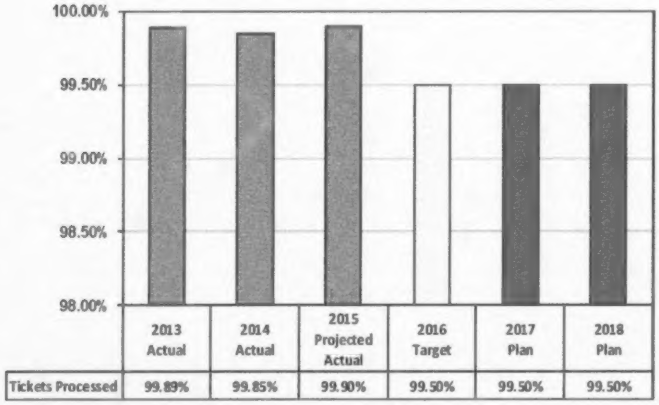
- Process and collect fines for all parking tickets issued in the City of Toronto; and
- Provide parking ticket appellants a forum for disputing parking tickets, filing trial requests, obtaining judicial documentation and paying parking tickets through Payment Counters / First Appearance Facilities.

2016 Service Budget by Activity ($millions)

Service by Funding Source ($millions)



% of Parking Tickets Processed Within Legislated Time Frames



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Tickets Processed	99.89%	99.85%	99.90%	99.50%	99.50%	99.50%

- The % of parking tickets processed within legislated time frames was 99.9% over the past 3 years.
- It is anticipated that this trend will decline slightly in 2016 and 2017 due to the introduction of the Fixed Fine System and Habitual Offender Program requiring more tickets to be processed.

2016 Service Levels

Parking Revenue Processing

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Parking Ticket Processing	Parking Ticket	Approved	99.5% of parking tickets processed within legislated timeframes			99.5% of parking tickets processed within legilsated timeframes
		Actual	99.89%	99.90%	99.90%	
	Notice of Impending Conviction	Approved	99.5% of notices sent within legislated timeframe			99.5% of notices sent within legislated timeframe
	Notice of Fine and Due Date	Approved	99.5% of notices sent within legislated timeframe			99.5% of notices sent within legislated timeframe
	Refunds and Adjustments	Approved	100% of refunds and adjustments processed within 14 days			100% of refunds and adjustments processed within 14 days
	Investigations	Approved	Complete all investigations within 15 days			Complete all investigations within 15 days
	Pre-Court Filing	Approved	99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence			99.5% of all court filing documents prepared within the 75 day legislated time frame from date of offence.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	%	$	%	$	%
Parking Revenue Processing										
Gross Expenditures	6,494.0	6,614.5		6,614.5	120.5	1.9%				
Revenue										
Net Expenditures	6,494.0	6,614.4		6,614.4	120.5	1.9%				
Approved Positions										

The Parking Revenue Processing Service's 2016 Operating Budget of $6.615 million gross and net is $0.121 million or 1.9% over the 2015 Approved Net Budget.

Base budget pressures in Parking Revenue Processing are primarily due to the following:

- Salary and benefit increases mainly attributable to progression pay and fringe benefit increases for Revenue Services which is responsible for processing and collecting fines for all parking tickets.
- Postage cost increases for correspondence and communications.

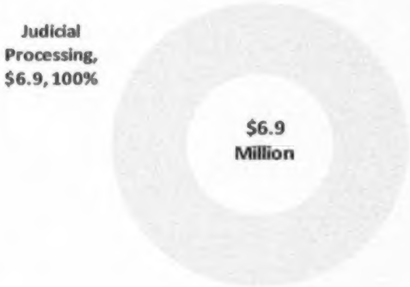
Court Services Judicial Processing

Judicial Processing

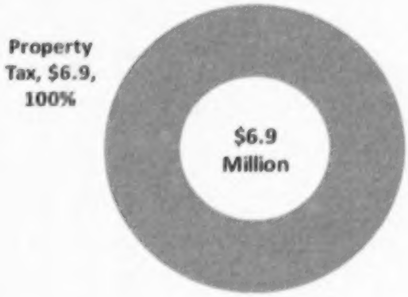
What We Do

- Schedule and support Part II (Parking Ticket) Trials of the Provincial Offences Act
- Receive and maintain files for all parking infraction trial requests that are delivered to court for adjudication purposes.
- Manage default convictions, including cases that are appeals, re-openings or extensions of times to pay fines.

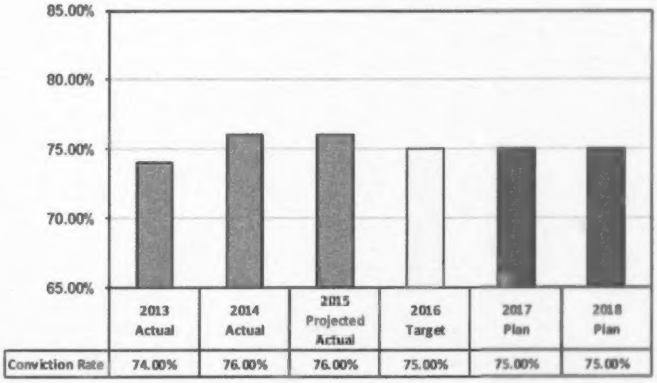
2016 Service Budget by Activity ($millions)



Service by Funding Source ($millions)



Conviction Rate (%) – Trial Hearings for Parking Disputes



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Conviction Rate	74.00%	76.00%	76.00%	75.00%	75.00%	75.00%

- Conviction rate for parking disputes are dependent on various factors, including changes to legislations, appearance of Police Officers at trials, technology and quality of information.
- Conviction rates are expected to remain in the 75% range for 2016 and beyond.

2016 Service Levels

Court Services Judicial Processing

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Judicial Processing	Provincial Offences - Parking	Approved	Receive incoming chargs within 60-76 days			Receive incomeing charges within 60-75 days

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Level.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(in $000s)	Approved Budget	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	%	$	%	$	%
Judicial Processing										
Gross Expenditures	6,362.4	6,866.8		6,866.8	504.4	7.9%				
Revenue										
Net Expenditures	6,362.4	6,866.8		6,866.8	504.4	7.9%				
Approved Positions										

The Court Services Judicial Processing's 2016 Operating Budget of $6.87 million gross and net is $0.504 million over the 2015 Approved Net Budget.

Base budget pressures in Judicial Processing are primarily due to the increase in charges for adjudication and monitoring costs by the Province resulting in $0.567 million gross and net increase.

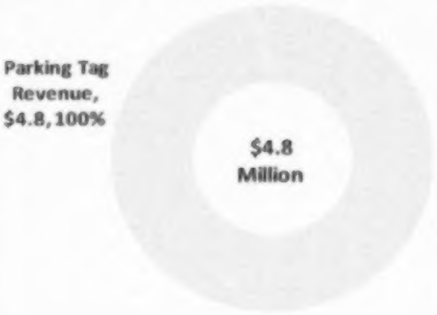
Parking Tag Revenue

Parking Tag Revenue

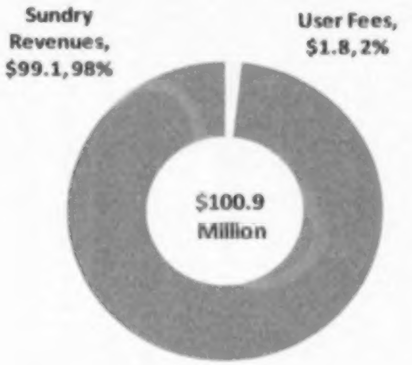
What We Do

- Parking Ticket Revenues are included in the Non-Program Revenue Budget to track revenues generated by parking tickets issued in order to support parking by-law initiatives and other related City programs.

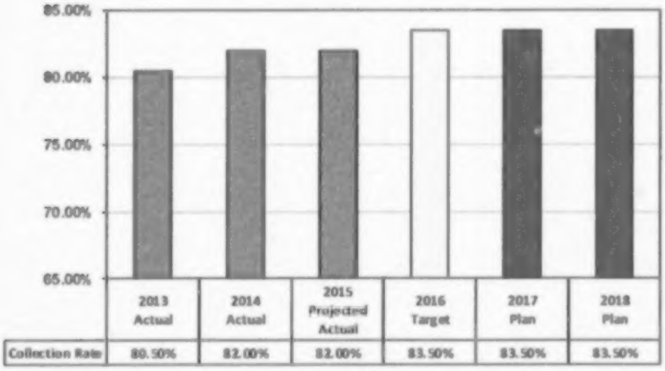
2016 Service Budget by Activity ($millions)



Service by Funding Source ($millions)



Collection Rate (%) – Parking Tickets



- The collection rate for parking tickets issued measures the percentage of fines actually collected by the City, where a ticket has been issued for parking violations.
- The collection rate for parking tickets issued increased to projected 82% in 2015, and is expected to increase to 83.5% in 2016 due to the continuation of the Fixed Fine System and Habitual Offender Program.

2016 Service Levels

Parking Tag Revenue

Not applicable

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	%	$	%	$	%
Parking Tag Revenue										
Gross Expenditures	5,000.0	4,750.0		4,750.0	(250.0)	(5.0%)				
Revenue	93,785.4	100,894.0		100,894.0	7,108.6	0.1				
Net Expenditures	(88,785.4)	(96,144.0)		(96,144.0)	(7,358.6)	8.3%				
Approved Positions										

The Parking Tag Revenue's 2016 Operating Budget of $4.750 million gross and ($96.144) million net is ($7.349) million or 8.3% over the 2015 Approved Net Budget.

- A reduction in payments to the Province of $0.250 million gross and net corresponds to the reduction in tickets issued for 2016.
- Increased fines effective on January 1, 2016 and the continuation of the Habitual Offender Program, Fixed Fine System, and enforcement of "No Standing, No Stopping and No Parking" fines issued during rush-hour periods will generate additional $7.1 million in revenues.

Civic Theatres Toronto

2016 OPERATING BUDGET OVERVIEW

The three City-owned and operated Theatres promote theatrical, artistic and cultural programming in the community through convenient and cost-effective access to state of the art venues that support multi-cultural, not-for-profit, and corporate events.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $23.164 million gross and $5.538 million net as shown below.

(in $000's)	2015 Budget	2016 Budget	Change	
			$	%
Gross Expenditures	23,323.7	23,164.3	(159.4)	(0.7%)
Gross Revenues	17,978.4	17,626.8	(351.6)	(2.0%)
Net Expenditures	**5,345.3**	**5,537.6**	**192.3**	**3.6%**

In 2016, Theatres face a net pressure of $0.262 million which is partially offset by $0.070 million in operational efficiencies, resulting in a 3.6% net increase over the 2015 Net Operating Budget.

Fast Facts

- Sony Centre for Performing Arts offers a 3,191-seat auditorium and is Canada's largest soft seat theatre.
- St. Lawrence Centre for the Arts houses 2 theatres: the 876-seat Bluma Appel Theatre and the 498-seat Jane Mallet Theatre.
- Toronto Centre for the Arts has 3 theatres: the new 300-seat Greenwin Stage Tower Theatre; the 1,036-seat George Weston Recital Hall; and the 200-seat Studio Theatre.

2016 Operating Budget Highlights

- *Sony Centre for the Performing Arts* will continue to strengthen its strong brand strategy, re-establish best practices for networking, sponsorship, and partner opportunities. The Net Budget increase of $0.098 million will support sponsorship development.
- *St. Lawrence Centre for the Arts* will continue to attract new resident companies and increase awareness of the Centre's potential with higher marketing operations. Net Budget decrease of $0.024 million is due to rightsizing the revenue budget.
- *Toronto Centre for the Arts* will continue to focus on the not-for-profit community arts groups by increasing overall utilization of the reconfigured smaller venues. Net Budget decrease of $0.023 million results from increased revenue.
- $0.300 million is included for *Leadership Development* to consolidate the operations of all three theatres.

2015 Key Service Accomplishments

In 2015, Sony Centre for the Performing Arts accomplished the following:

- ✓ Installed new stage lighting and sound equipment.
- ✓ Restored Theatre's curb appeal with new driveway and planters.
- ✓ Completed a Building Condition Assessment in September that identified $33.229 million in required capital repairs.

In 2015, St. Lawrence Centre for the Arts accomplished the following:

- ✓ Hosted the Miss Universe Canada Pageant and Luminato presentations.
- ✓ Three Panamania shows were hosted in the Bluma Appel Theatre.
- ✓ Hosted five concerts presented by the Toronto Jazz Festival.
- ✓ Negotiated a new four year collective bargaining agreement with IATSE Local 58.

In 2015, Toronto Centre for the Arts accomplished the following:

- ✓ The Greenwin Theatre was completed in April, in time for the first scheduled show.
- ✓ Centennial College and the TCA were successful in starting the Dance Program, the second of three new programs at the TCA, in addition to the Music Program that started in 2014.

Our Service Deliverables for 2016

The civic theatres endorse culture, arts and theatre by programming a full range of high quality performances and events for both corporate and not-for-profit artists.

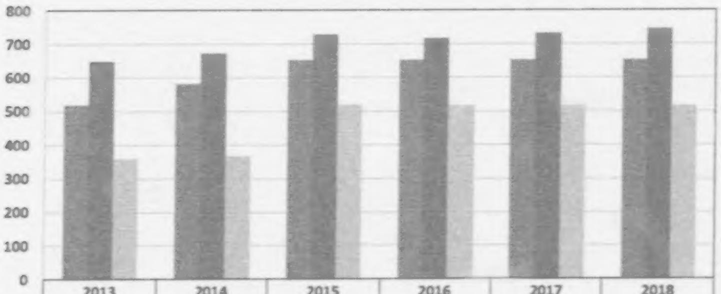
The 2016 Operating Budget provides funding for the three City-owned and operated theatres:

- Sony Centre for the Performing Arts offers multi-functional space, comprehensive event services, state-of-the-art lighting and sound systems, and a world class stage. The Theatre will build the Centre's brand of excellence in programming performances with diverse appeal to all of Toronto's residents.
- St. Lawrence Centre for the Arts provides state-of-the-art facilities to Toronto's not-for-profit performing arts companies and local communities at an affordable cost. The Centre will continue to attract a wide range of cultural and artistic events with select corporate and not-for-profit presenters.
- Toronto Centre for the Arts offers a first class venue for a full range of performing arts. The Centre will become the most versatile performing arts centre in Toronto. It will build strategic links with the local arts community and seek educational and programming partners that will strengthen the operations of the Centre.

Trends

- The cost per seat generally increases gradually to reflect the cost of inflation but can also fluctuate from year to year depending on the level of stage activity taking place in each location which impacts the total facility operation costs.
- Cost per seat for Toronto Centre for the Arts experienced a 40% increase in 2015 due to the re-configuration of the Main Stage Theatre which resulted in 877 fewer seats and a higher cost per seat.

Theatres - Cost Per Seat

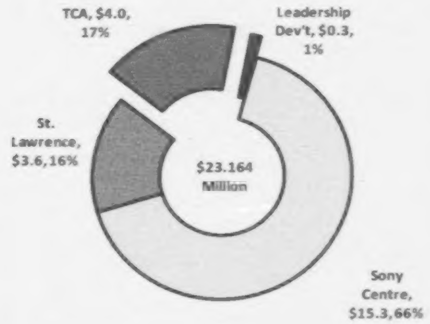


	2013 Actual	2014 Actual	2015 Actual	2016 Target	2017 Plan	2018 Plan
▨ Sony Centre	518	583	653	653	653	653
▨ St. Lawrence Centre	649	673	729	717	731	746
▨ Toronto Centre	356	368	517	516	516	516

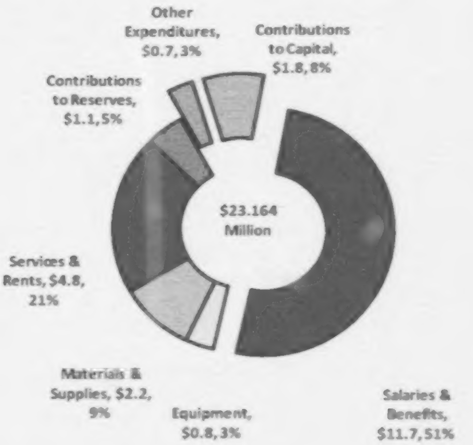
2016 Operating Budget Expenses & Funding

Where the money goes:

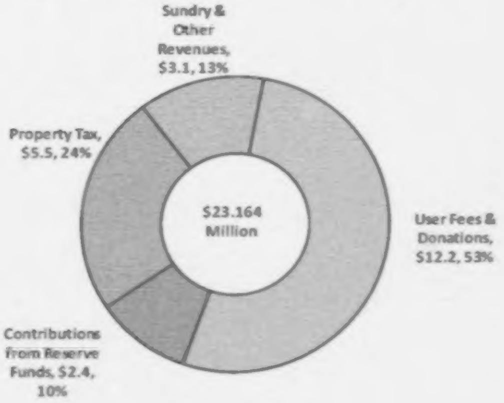
2016 Budget by Service



2016 Budget by Expenditure Category



2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Increasing Operating Costs** - All three theatres are underutilized and the cost per seat of operating the combined seven stages continues to rise with few prospects for reversing the trend under a status quo scenario.
  - ✓ $0.300 million is included in 2016 for Leadership Development to consolidate the operations of all three theatres into one new organization under the direction of the new Civic Theatres Toronto Board.
- **Decline in Ticket Surcharge Revenue** - Decline in ticket sales reduces the ticket surcharge revenue used to fund necessary capital maintenance work at the theatres.
  - ✓ Council approval of the write-off of the City loans will free up the ticket surcharge revenue, previously used to pay off the loan, for various capital repairs.

Program Map

Civic Theatres Toronto

Sony Centre for the Performing Arts

Present and produce artistic programming of the highest quality from around the world to serve and educate audiences from Toronto's diverse cultures. In connection therewith, negotiate complex business programming deals to maximize the financial return to the Centre. Provide a unique performance and meeting venue, complete with state-of-the-art technology and first-class catering services. Operate, maintain and promote (with minimal overhead) the importance of Canada's largest theatre (3,191 seats), a world-class heritage designated performance venue designed by Toronto's most famous architect, Peter Dickinson. Strengthen Toronto's Youth by partnering and collaborating with educational institutions to promote the artistic achievements of our students. Bolster the economy of the St. Lawrence Neighbourhood and attract tourism.

St. Lawrence Centre for the Arts

Serve as home to some of the best not-for-profit theatre and music companies that reside in and produce work in the City of Toronto. Act as the cultural hub for the City and its residents by maintaining a clean, modern and service-oriented theatrical and entertainment facility. As a focus for Toronto-based performing arts and artists, the Centre will continually attract diverse, high quality, cultural, artistic and public events.

Toronto Centre for the Arts

The Toronto Centre for the Arts will become the most versatile performing arts centre in the GTA and a necessary and important part of the cultural lives of the City's diverse population. The Centre will be anchor to the arts community through its role as incubator and partner in promoting the arts. A full range of performing arts will be represented within the programming the Centre has to offer. The Centre will take a leading role in attracting audiences that reflect the full ethnic and social diversity of Toronto's citizens. The Centre embraces its role as an important cultural economic generator and will place strategic emphasis on maximizing the financial benefits to the greater community. The Centre will build important strategic links with the local business and arts community and will seek educational and programming partners that will strengthen the operations of the Centre and its reach into the community.

Theatrical and Other Cultural Events

Purpose:

To promote Theatre, Arts, and Culture in the community through convenient and cost-effective access to state of the art Theatre venues that support multi-cultural, not-for-profit, and corporate events.

Service Customer

Theatrical and Other Cultural Events

- Venue Client for Events
- Event Participant
- 6 local theatre and music resident companies
- Casual venue renters
- Theatre Patrons generally and specifically Multi-cultural and Youth audiences
- Concert attendees
- Cultural Programming Producers
- Educational Institutions

Table 1
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Sony Centre for the Performing Arts											
Gross Expenditures	16,292.5	14,440.1	15,333.9		15,333.9	(958.6)	(5.9%)				
Revenue	14,637.2	12,768.1	13,580.0		13,580.0	(1,057.2)	(7.2%)				
Net Expenditures	1,655.3	1,672.0	1,753.9	-	1,753.9	98.6	6.0%	-		-	
St. Lawrence Centre for the Arts											
Gross Expenditures	3,455.9	3,772.9	3,567.2		3,567.2	111.3	3.2%	56.9	1.6%	58.8	1.6%
Revenue	1,698.8	2,178.1	1,834.0		1,834.0	135.2	8.0%	34.7	1.9%	35.4	1.9%
Net Expenditures	1,757.1	1,594.8	1,733.2	-	1,733.2	(23.9)	(1.4%)	22.2	1.3%	23.4	1.3%
Toronto Centre for the Arts											
Gross Expenditures	3,415.3	3,311.2	3,963.2		3,963.2	547.9	16.0%	(477.9)	(12.1%)	21.8	0.6%
Revenue	1,642.4	1,342.9	2,212.8		2,212.8	570.4	34.7%	(470.7)	(21.3%)	29.8	1.7%
Net Expenditures	1,772.9	1,968.3	1,750.4	-	1,750.4	(22.5)	(1.3%)	(7.2)	(0.4%)	(8.0)	(0.5%)
Leadership Development											
Gross Expenditures	160.0	80.0	300.0		300.0	140.0	87.5%	(300.0)	(100.0%)		
Revenue											
Net Expenditures	160.0	80.0	300.0	-	300.0	140.0	0.9	(300.0)	(100.0%)		
Total											
Gross Expenditures	23,323.7	21,604.2	23,164.3	-	23,164.3	(159.4)	(0.7%)	(721.0)	(3.1%)	80.6	0.4%
Revenue	17,978.4	16,289.1	17,626.8	-	17,626.8	(351.6)	(2.0%)	(436.0)	(2.5%)	65.2	0.4%
Total Net Expenditures	5,345.3	5,315.1	5,537.5	-	5,537.6	192.2	3.6%	(285.0)	(5.1%)	15.4	0.3%
Approved Positions	163.1	168.9	171.9	-	171.9	8.8	5.4%				

The Civic Theatres Toronto's 2016 Operating Budget is $23.164 million gross and $5.538 million net, representing a 3.6% increase to the 2015 Approved Net Operating Budget. The net budget increase of $0.192 million is due to the following:

- **Sony Centre for the Performing Arts'** 2016 Operating Budget is $1.754 million net or 6% above the 2015 Approved Operating Budget for Sony Centre. Labour and inflationary increases, as well as additional funding required for preventative maintenance, are partially offset by additional revenue from increased activity.

- **St. Lawrence Centre for the Arts'** 2016 Operating Budget is $1.733 million net or 1.4% below the 2015 Approved Operating Budget for St. Lawrence Centre and is in line with the reduction target. Inflationary pressures on labour and non-labour factors are fully offset by revenue changes.

- **Toronto Centre for the Arts'** 2016 Operating Budget is $1.750 million net or 1.3% below the 2015 Approved Operating Budget for the Toronto Centre and is in line with the reduction target. Salary and non-salary economic factors and other base pressures are fully offset by increased revenue.

- The 2016 Operating Budget for Leadership Development provides one-time funding of $0.300 million to continue the transition of three theatres to one organization.

2016 Operating Budget results in an increase to the Theatres' total staff complement by 8.8 positions from 163.1 to 171.9 positions.

The 2016 and 2017 Plan increases are attributable to the salary and benefits and inflationary increases, offset by additional revenues due to changed activity volume.

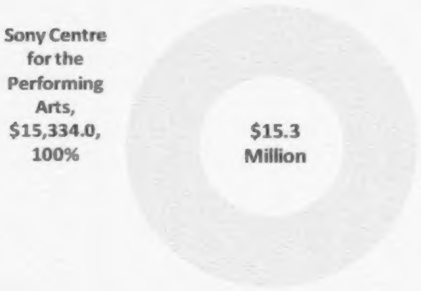
Sony Centre for the Performing Arts

Sony Centre for the Performing Arts

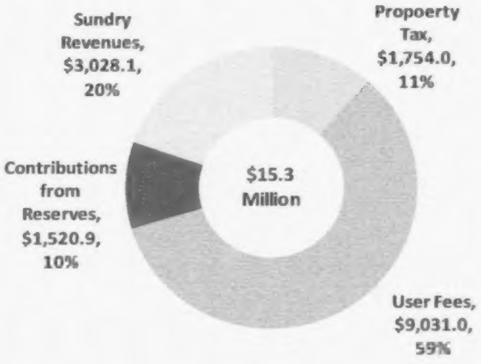
What We Do

- Sony Centre presents and produces artistic programming of the highest quality from around the world to serve and educate audiences from Toronto's diverse cultures.
- The Centre provides a unique performance and meeting venue, complete with state-of-the-art technology and first class catering services.
- Sony Centre strengthens Toronto's youth by partnering and collaborating with educational institutions to promote the artistic achievements of its students.

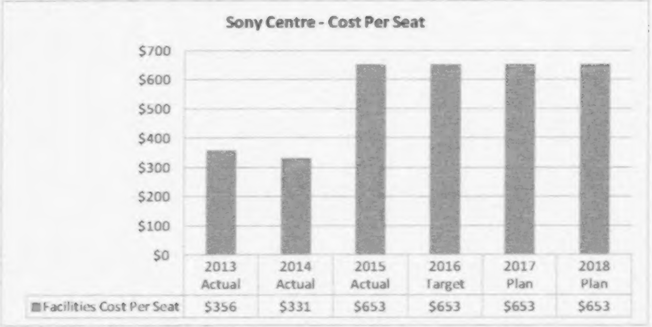
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

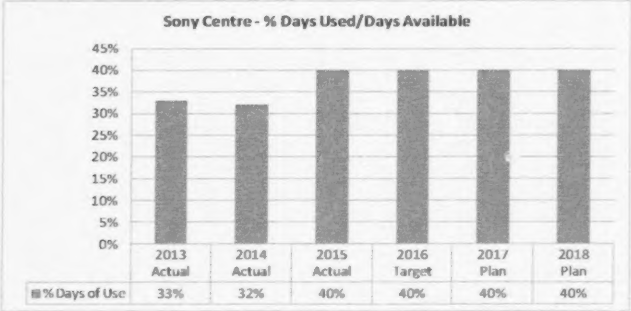


Facility Cost Per Seat



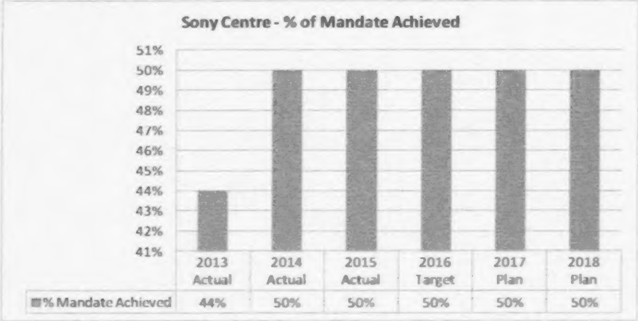
- The 2015 cost per seat includes the increased provision for utilities, as well as the operational costs for the expanded and renovated backstage area.
- The 2016 and future year costs per seat are anticipated to remain at $653.

% Days Used/Days Available



- The percentage of available days booked to days available (365 days) was steady at 33-32% between 2013 and 2014 which reflects the sluggish market conditions.
- The 2016 and future year usage of the Centre is targeted at 40% based on the number of budgeted bookings.

% of Mandate Achieved



- The percentage of performances at Sony Centre which achieved the Centre's mandate to present spectacles, international dance, musical theatre, children's and family events and other quality attractions declined in 2013 as a result of challenges inherent in finding presentations which meet mandate and are self-sufficient.
- The percentage of performances that met the Centre's mandate increased to 50% in 2014 and is expected to remain at that level in 2015 and future years.

2016 Service Levels
Sony Centre for the Performing Arts

Sub-Activity/Type	Status	2015	2016
Sony Centre Theatre Corporate Events	Approved	95% utilization of the 36 day minimum booking target for corporate events	95% utilization of the 36 day minimum booking target for corporate events
Sony Centre Theatre Not-for-Profit / multi-cultural Events	Approved	95% ulitization for the 98 day minimum booking target for not-for-profit / multi-cultural events	95% ulitization for the 98 day minimum booking target for not-for-profit / multi-cultural events

The 2016 Service Levels for the Sony Centre are consistent with the service levels approved by Council in 2015.

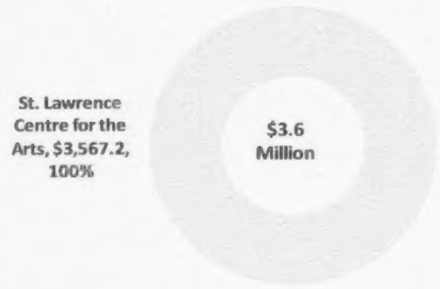
St. Lawrence Centre for the Arts

St. Lawrence Centre for the Arts

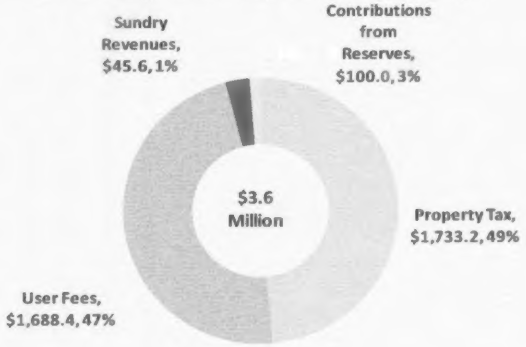
What We Do

- St. Lawrence Centre serves as home to some of the best not-for-profit theatre and music companies that reside in and produce work in the City of Toronto.
- The Centre acts as a cultural hub for the City and its residents by maintaining a clean, modern and service-oriented theatrical and entertainment facility.
- St. Lawrence Centre continually attracts diverse, high quality, cultural, artistic and public events.

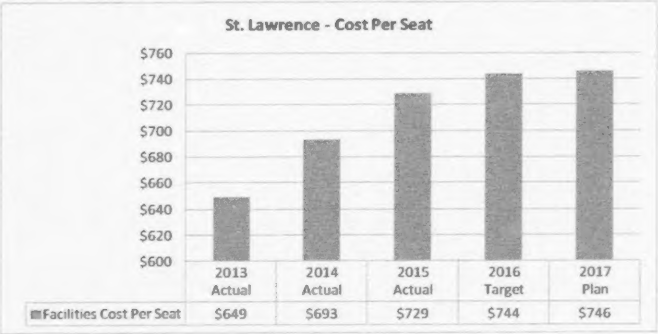
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

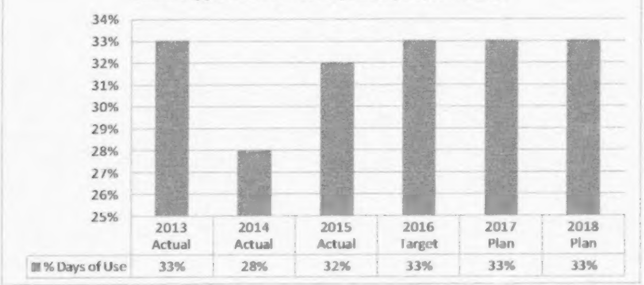


Facility Cost Per Seat



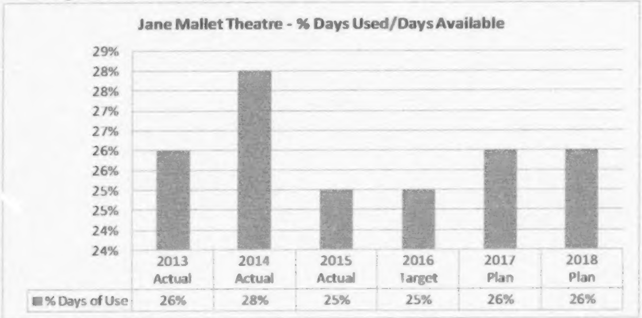
- The steady increase in the cost per seat at St. Lawrence Centre is due to rising City building and maintenance charges and utility rate increases.
- Future year increases in cost per seat are estimated at the rate of inflation.

% Days Used/Days Available



- The percentage of days used todays available (365 days) in the Bluma Appel Theatre declined in 2014 primarily because of cancelled Canadian Stage presentations and bookings.
- The percentage of days used rose in 2015 and is expected to rise in future years since more bookings are anticipated for Canadian Stage.

% Days Used/Days Available



- The Jane Mallet Theatre experienced a decline in the percentage of days used in 2013 due to the departure of a resident company and cancellation of one-time bookings. The impact was partially carried over into 2014.
- In 2015 and future years, the percentage of days used is based on known bookings and one-off events.

2016 Service Levels
St. Lawrence Centre for the Arts

Sub-Activity/Type	Status	2015	2016
Bluma Appel Theatre Corporate Events (STLCA)	Approved	60% utilization of the 20 day minimum booking target for corporate events	60% utilization of the 20 day minimum booking target for corporate events
Bluma Appel Theatre Not-for-Profit / multi-cultural Events (STLCA)	Approved	88% utilization of the 126 day minimum booking target for not-for-profit / multicultural events	88% utilization of the 126 day minimum booking target for not-for-profit / multicultural events
Jane Mallett Theatre Corporate Events (STLCA)	Approved	113% utilization of the 15 day minimum booking target for corporate events	113% utilization of the 15 day minimum booking target for corporate events
Jane Mallett Theatre Not-for-Profit / multi-cultural Events (STLCA)	Approved	125% utilization of the 64 day minimum booking target for not-for-profit / multicultural events	125% utilization of the 64 day minimum booking target for not-for-profit / multicultural events
Rehearsal Hall Corporate Events (STLCA)	Approved	35% utilization of the 15 day minimum booking target for corporate events	35% utilization of the 15 day minimum booking target for corporate events
Rehearsal Hall Theatre Not-for-Profit / multi-cultural Events (STLCA)	Approved	147% utilization of the 35 day minimum booking target for not-for-profit / multicultural events	147% utilization of the 35 day minimum booking target for not-for-profit / multicultural events

In 2016, the St. Lawrence Centre for the Arts will maintain the service levels approved by Council in 2015.

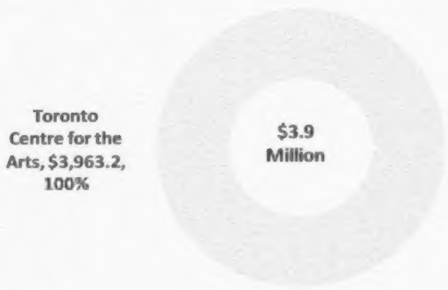
Toronto Centre for the Arts

Toronto Centre for the Arts

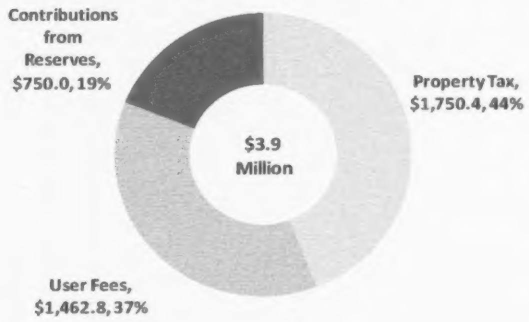
What We Do

- Toronto Centre for the Arts plays an important role as an incubator and partner in promoting the arts and presents a full range of performing arts within its programming.
- The Centre takes a leading role in attracting audiences that reflect the full ethnic and social diversity of Toronto's citizens.
- Toronto Centre for the Arts builds strategic links with the local business and arts communities and seeks educational and programming partners that will strengthen its reach into the community.

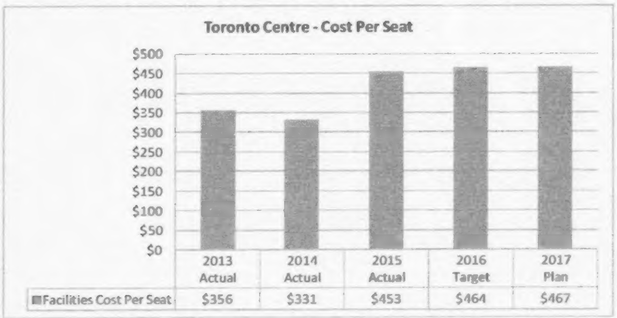
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)

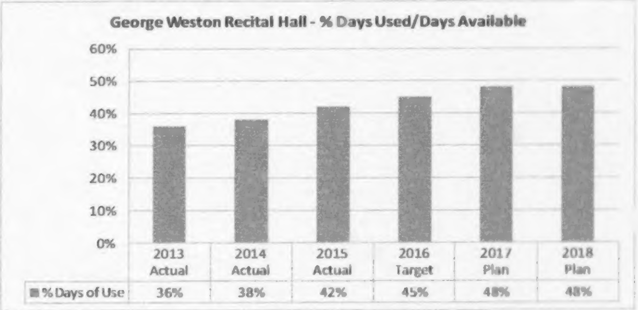


Facility Cost Per Seat



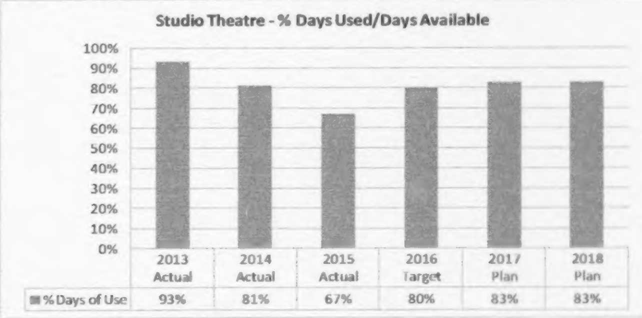
- The cost per seat remained fairly constant in 2013 and 2014 and rose in 2015 primarily due to the reduction in total seating arising from the re-configuration of the Main Stage Theatre (1,727 seats) into two smaller venues (850 seats).
- 2016 and 2017 increases in the cost per seat are expected to correspond to the rate of inflation.

% Days Used/Days Available



- The percentage of days used as a proportion of days available in the George Weston Recital Hall has been gradually increasing in 2014 and 2015 partly due to reduced IATSE labour costs.
- The Centre anticipates increased bookings for 2016 and future years as the new projection system is installed and allows the Centre to pursue not-for-profit film festivals.

% Days Used/Days Available



- In 2015, the departure of the Harold Green Theatre Company to the Stage Tower Theatre impacted the utilization rate.
- The 2016 and future years utilization rate is expected to recover based on historically high demands for this versatile space.

2016 Service Levels
Toronto Centre for the Arts

Sub-Activity/Type	Status	2015	2016
George Weston Theatre Corporate Events (TCA)	Approved	100% utilization of the 20 day minimum booking target for corporate events	100% utilization of the 20 day minimum booking target for corporate events
George Weston Theatre Not-for-Profit / multi-cultural Events (TCA)	Approved	131% utilization of the 80 day minimum booking target for not-for-profit / multicultural events	131% utilization of the 80 day minimum booking target for not-for-profit / multicultural events
The Studio Theatre Not-for-Profit / multi-cultural Events (TCA)	Approved	100% utilization of the 200 day minimum booking target for not-for-profit / multicultural events	100% utilization of the 200 day minimum booking target for not-for-profit / multicultural events
Greenwin Theatre Corporate Events (TCA)	Approved	100% utilization of the 11 day minimum booking target for	100% utilization of the 11 day minimum booking target for
Greenwin Theatre Not-for-Profit Events (TCA)	Approved	100% utilization of the 94 day minimum booking target for not-for-profit / multicultural events	100% utilization of the 94 day minimum booking target for not-for-profit / multicultural events

The Toronto Centre for the Arts will maintain the same service levels in 2016 as was approved by Council in 2015.

Sony Centre for the Performing Arts

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Sony Centre for the Performing Arts is Canada's largest soft seat theatre. Designated a historical site by the City of Toronto, the Theatre offers a world class stage, state-of-the-art lighting and sound systems, multi-functional space, and event services.

The Sony Theatre underwent extensive renovations from 2008 to 2010. However, these renovations included renewal of interior finishes instead of dealing with the required structural upgrades identified in the 1997 and 2006 Building Condition Audits.

A Building Condition Assessment (BCA) was performed for the Sony Centre in September 2015 and identified $33.229 million in capital funding required for immediate repairs, as well as capital renewal items. A number of items identified in the BCA were deemed critical and, as a result, the previous 10-Year Capital Plan was changed and now consists of new debt funding of $11.536 million to fund the following projects: East Plaza Refurbishment, Exterior Wall Rehabilitation, Door Replacement and Stage Rigging System Replacement.

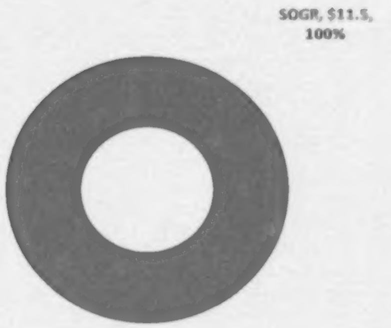
2016 Capital Budget Highlights

The 2016 Capital Budget for Sony Centre for the Performing Arts of $5.986 million, excluding carry forward funding, will provide funding to:

- ✓ Complete the refurbishment of the East Plaza by replacing paving and other landscaping items ($1.873 million).
- ✓ Replace the entire theatrical rigging system ($2.513 million)
- ✓ Begin the Building Envelope work by rehabilitating the exterior wall and replacing doors ($1.600 million).

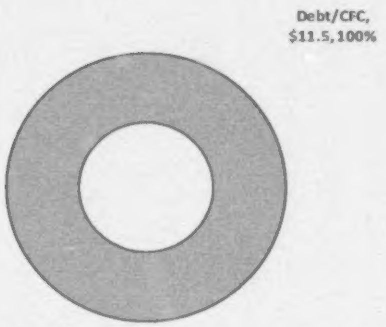
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$11.536 Million

2016-2025 Capital Budget and Plan by Funding Source



$11.536 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $11.536 million provides funding for State of Good Repair (SOGR) projects such as:

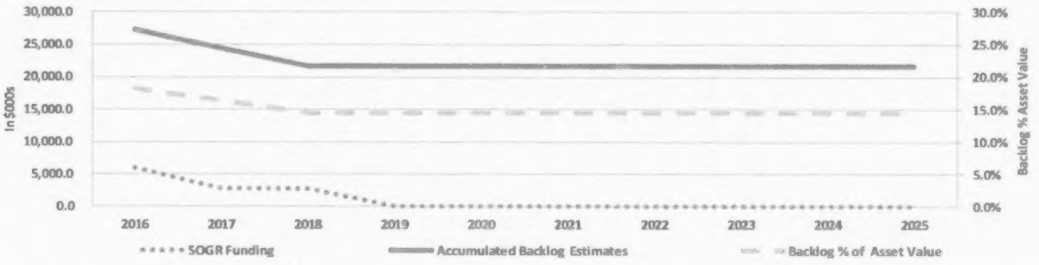
- East Plaza Refurbishment that includes the restoration of the paving and other landscaping items around the Centre;
- Building Envelope that includes exterior wall rehabilitation and door replacement in order to avoid future health and safety issues.
- Stage Rigging System Replacement that will replace the entire theatrical rigging system at the theatre.

Where does the money come from?

- The Sony Centre for the Performing Arts' 10-Year Capital Budget of $11.536 million is funded entirely by debt.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $11.536 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 18.2% in 2016 to 14.5% in 2025.



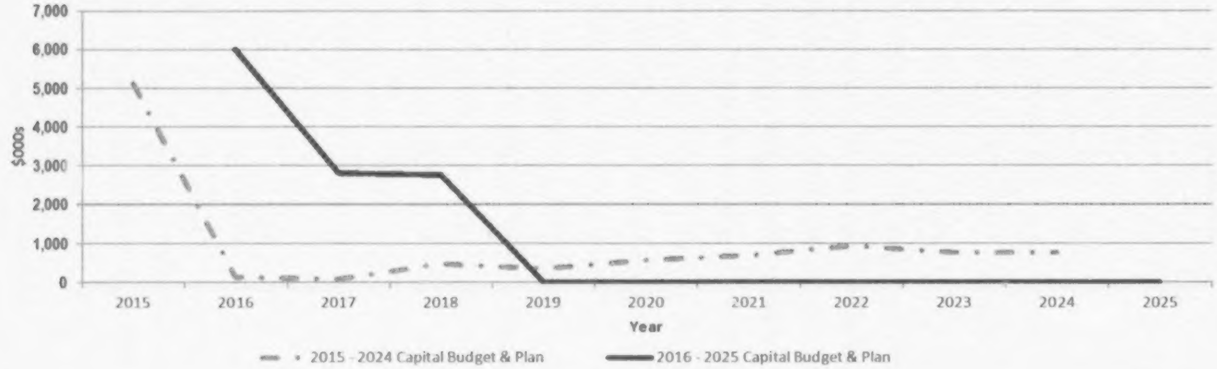
Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $1.689 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $1.689 million or 17.2% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1

Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	5,117	130	81	477	350	562	687	938	753	752		**9,847**
2016 - 2025 Capital Budget & Plan		5,986	2,800	2,750	0	0	0	0	0	0	0	11,536
Change %		4,504.6%	3,356.8%	476.5%	(100.0%)	(100.0%)	(100.0%)	(100.0%)	(100.0%)	(100.0%)		**17.2%**
Change $		5,856	2,719	2,273	(350)	(562)	(687)	(938)	(753)	(752)		**1,689**

As made evident in the chart above, the $1.689 million increase in the Capital Program reflects the addition of 4 new capital projects between 2016 and 2018 to address State-of-Good Repair needs.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $6.806 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Sony Centre's capital projects, based on the following factors:

- ✓ A Building Condition Assessment (BCA) was performed in 2015 and identified a number of capital issues that need to be addressed.
- ✓ The 2015-2024 Approved Capital Plan only included funding for minor on-going maintenance and repair items which was insufficient to cover capital repairs identified in the BCA.
- ✓ The 10-Year Capital Plan was completely revised to ensure funding was provided to address the most critical items outlined in the BCA.

The following table provides project details for the 2016 – 2025 Capital Budget and Plan for Sony Centre:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Site Work		1,873										**1,873**	1,873
Replacement of Stage Rigging System		2,513										**2,513**	2,513
Building Envelope		1,600	2,800	2,750								**7,150**	7,150
Sub-Total	-	**5,986**	**2,800**	**2,750**	-	-	-	-	-	-	-	**11,536**	**11,536**
Total Expenditures by Category (excluding carry forward)	-	**5,986**	**2,800**	**2,750**	-	-	-	-	-	-	-	**11,536**	**11,536**

**Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital*

Toronto Atmospheric Fund

2016 OPERATING BUDGET OVERVIEW

The Toronto Atmospheric Fund (TAF) assists in slowing global climate change and improving air quality by advancing local solutions that reduce the production of greenhouse gas (GHG) emissions and related air pollution. TAF collaborates with non-government organizations, governments, corporations, official committees, neighbourhood organizations, universities, public and private schools, investors to advance social, financial, policy and technological innovations that reduce air pollution and greenhouse gas emissions while also creating a vibrant green economy.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $2.612 million gross and $0 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change	
			$	%
Gross Expenditures	2,575.0	2,612.0	37.0	1.4%
Gross Revenues	2,575.0	2,612.0	37.0	1.4%
Net Expenditures				

In 2016, the Toronto Atmospheric Fund (TAF), being a self-funding organization, has increased its operating budget by $0.037 million primarily due to inflationary and cost of living increases. This increase will be covered by fundraising, earnings from their investment portfolio and the stabilization fund.

Fast Facts

- Over the past 20 years, the TAF has provided $51 million in grants and financing support to the City of Toronto and its residents and businesses to reduce air pollution and GHG emissions.
- By 2011, Toronto had reduced greenhouse gas emissions by 22%, exceeding its 2012 target of a 6% reduction in greenhouse gas emissions.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Toronto Building of $2.612 million in gross expenditures provides funding for the Toronto Atmospheric Fund.
- The Toronto Atmospheric Fund's Operating Budget is funded by investment income earned from its endowment fund and by attracting funding from external sources. TAF is not funded from the City's tax base.
- TAF has allocated $0.500 million in their 2015 Operating Budget for Grants. Grants provided are driven by quality of grant applications which must meet pre-scribed criteria be approved by the TAF Grants Committee.

2015 Key Service Accomplishments

In 2015, the Toronto Atmospheric Fund accomplished the following:

- ✓ City of Toronto named as a finalist in the C40 Cities Awards, a program of the C40 Cities Climate Leadership Group. The awards provide global recognition for cities that demonstrate world-leading policies and programs that reduce GHG emissions and improve sustainability all over the world.
- ✓ Implementing energy efficiency retrofits
  - ➢ Guiding deep retrofits of 10 high-rise buildings including TCHC (7) and housing Co-operatives (3)
  - ➢ Secured $2.6M loan/grant from FCM's Green Municipal Fund for TCHC retrofit
  - ➢ Leading-edge indoor air quality study of TCHC buildings to dovetail energy with air-quality improvements
- ✓ Move the GTHA (Greater Toronto and Hamilton Area)
  - ➢ Incubated and funded a collaboration of 14 diverse organizations focused on securing funding needed to implement The Big Move
- ✓ Fleet-Wise EV300 Electric Vehicles (EV) Project
  - ➢ Project wrapped up in 2015 with key objectives achieved including:
- ✓ Transform-TO
  - ➢ Initiated new project focused on how the City can achieve its ambitious GHG reduction targets – 30% by 2020 and 80% by 2050
- ✓ Urban focus for Ontario's climate change plan

Our Service Deliverables for 2016

The Toronto Atmospheric Fund facilitates global climate stabilization by the reduction of emissions of greenhouse gas (GHG) emissions by advancing policy changes, mobilizing financial and social capital to incubate and commercialize energy efficiency projects which can be scaled-up along with public education.

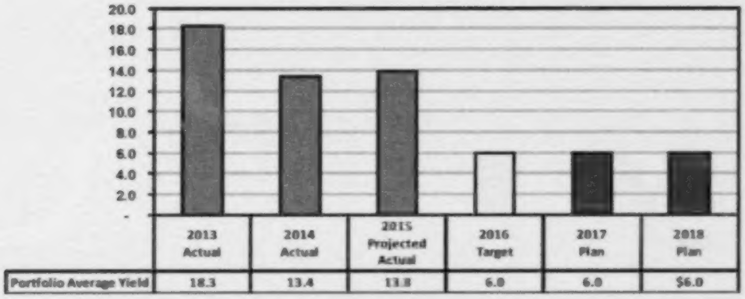
The 2016 Operating Budget will provide funding to:

- ▪ Design, develop and implement three core programs which include incubating Climate Solutions, Mobilizing Financial Capital and Mobilizing Social Capital.
- ▪ Provide support and funding for projects related to energy efficiency, global climate stabilization and air quality improvement in co-operation with non-government organizations, governments, industries, corporations, official committees, neighbourhood organizations, universities, and public and private schools.
- ▪ Administer/manage a diversified investment portfolio with oversight by the Toronto Atmospheric Fund Board (TAF) and the appointed Investment Committee.
- ▪ Continue the TAF Grants Program to generate ideas, stimulate collaborations, and engage more stakeholders to envision and implement low-carbon solutions in Toronto.

Trends

- ▪ The Toronto Atmospheric Fund's marketable investments portfolio has averaged 15.0 % in returns over the last 4 years.
- ▪ The Toronto Atmospheric Fund attracts external revenues through fundraising activities while maintaining its investment revenues by staying within City-approved investment portfolio parameters. Over the long-term, TAF's Stabilization Fund smoothes out variability of investment earnings from year to year.

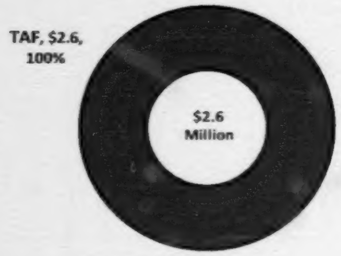
Portfolio Average Yield (%)



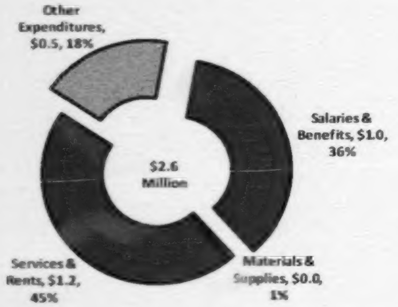
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

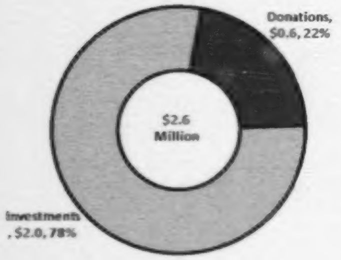


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Moving towards City of Toronto Green House Gas (GHG) reduction targets** of: 6% reduction by 2012, 30% by 2020 and 80% by 2050 based on the 1990 baseline of 22 Mega Tonnes per year.
  - ✓ Implement the strategic plan for 2015-2020 aligning with City objectives/activities while pursuing high-impact opportunities to advance GHG-reduction mandate
- **Manage fundraising to expand various program deliverables.**
  - ✓ Contribute to innovative, high-impact emission reduction projects undertaken by Toronto-based non-profit organizations, strategic partners, and City of Toronto.
  - ✓ Prudently manage a diversified investment portfolio with Board and Investment Committee oversight, in addition to increasing fundraising initiatives to attract corporate investment.

Program Map

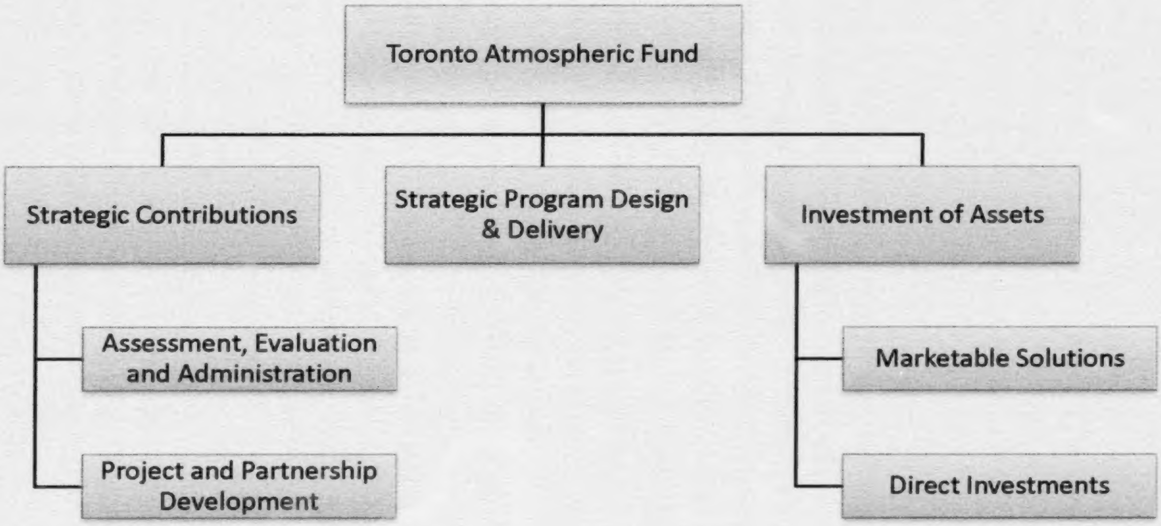

Toronto Atmospheric Fund
Strategic Contributions
Strategic Program Design & Delivery
Investment of Assets
Assessment, Evaluation and Administration
Project and Partnership Development
Marketable Solutions
Direct Investments

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Toronto Atmospheric Fund											
Gross Expenditures	2,575.0	1,975.0	2,612.0		2,612.0	37.0	1.4%	173.0	6.6%	173.0	6.2%
Revenue	2,575.0	2,575.0	2,612.0		2,612.0	37.0	1.4%	173.0	6.6%	173.0	6.2%
Net Expenditures		(600.0)									
Total											
Gross Expenditures	2,575.0	1,975.0	2,612.0		2,612.0	37.0	1.4%	173.0	6.6%	173.0	6.2%
Revenue	2,575.0	2,575.0	2,612.0		2,612.0	37.0	1.4%	173.0	6.6%	173.0	6.2%
Total Net Expenditures		(600.0)									
Approved Positions	8.0	7.6	8.0		8.0						

The Toronto Atmospheric Fund's 2016 Operating Budget is $2.612 million gross and $0 million net.

- Base pressures are mainly attributable to $0.012 million in salary and benefit increases, and an increase of $0.025 million in Grants and costs of delivering and maintaining the current programs.
- The above pressures have been offset by external fundraising and revenues from implemented energy projects, the investment portfolio and TAF's stabilization fund if required.
- Approval of the 2016 Operating Budget will result in Toronto Atmospheric Fund maintaining its total staff complement of 8.
- The 2016 and 2017 Plan increases are attributable primarily to increases in salaries and benefits and inflation-prone expenses relating to the delivery of programs.

Toronto Police Service

2016 OPERATING BUDGET OVERVIEW

Toronto Police Service delivers police services, in partnership with our communities, to keep Toronto the best, safest place to be.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $1,131.1 million gross and $1,003.5 million net as shown below.

	2015	2016 Rec'd	Change	
(in $000's)	Approved	Budget	$	%
Gross Expenditures	1,172,317.0	1,130,929.0	(41,388.0)	(3.5%)
Gross Revenues	192,654.1	127,463.9	(65,190.2)	(33.8%)
Net Expenditures	**979,662.9**	**1,003,465.08**	**23,802.2**	**2.4%**

Toronto Police Service continues to face significant budget pressures in 2016 resulting from collective bargaining costs and a reduction in grant funding.

Fast Facts

- Average deployed uniform officer strength of 5,235 as compared to an establishment officer strength of 5,440 for 2016.
- Calls to Communications – approximately 1.9 million annually.
- Calls for service – approximately 1.4 million annually.
- Total officer hours spent on calls – approximately 1.5 million hours annually.
- Average officer time on each event – 140.8 minutes (ranging from 15 minutes on a parking issue to over 6,700 minutes on a shooting).

2016 Operating Budget Highlights

- The 2016 Operating Budget of $1.131.4 million gross and $1,003.7 million net provides funding for the Toronto Police Service.
- As a result of budget pressures and a reduction in grant funding, three new recruit classes are planned in 2016 for 140 recruits, as compared to 2015 which had a planned total of 260 recruits.
- Funding for the 2016 civilian establishment is based on a gapping rate of 6.5% as compared to the historical gapping level of 4.9%, (with 2015 gapping budgeted at 7.4%)
- The Toronto Anti-Violence Initiative Strategy (TAVIS) provincial grant will not be available in 2016 resulting in a funding reduction of $5.000 million and a reduction of thirty positions.
- Any further reductions in officer strength will result in additional lost grant funding.

2015 Key Service Accomplishments

In 2015, Toronto Police Service accomplished the following:

Pan Am and ParaPan Am Games

- ✓ Successful management of security at all venues.
- ✓ No major disruptions to Games or City or to delivery of policing services to other areas of City.
- ✓ Liaison with organizers resulted in minimal disruption from demonstrations.
- ✓ Officers complimented for being professional, helpful, friendly, and engaging with the community.

Cybercrime

- ✓ Continue to inform the public on issues such as phishing, identity theft, and Internet vulnerabilities using both traditional and social media (e.g. #Fraudchat, videos, booklets/pamphlets, etc.)
- ✓ Equip and staff the Computer Cyber Crime section of Intelligence Services at a level that ensures the Service's capacity to process computers and cell phones related to offences in an effective and timely manner.

Human Trafficking

- ✓ 7 month Sex Crimes Unit investigation – Project Guardian – ended in April 2015 with nine arrests on human trafficking and drug-related charges.
- ✓ Female victims ranged in age from 15 to 33 years old.

Customer Service Excellence initiative

- ✓ Providing tools to members (tips at a glance, phone etiquette suggestions, how to handle media calls) to help them to provide a good customer experience.
- ✓ Standardized twitter handles throughout the Service; increased social media activity.
- ✓ Officer assigned to respond to social media conversations in Toronto Police Operations Centre.

Our Service Deliverables for 2016

The Toronto Police Service delivers adequate and effective policing services to keep Toronto the best and safest place to be.

The 2016 Operating Budget will:

- Maintain an average deployed uniform strength of 5,235 officers.
- Deliver adequate and effective police services in partnership with our communities, by:
  - ✓ Responding to calls.
  - ✓ Performing investigative activities, particularly those related to cybercrime.
  - ✓ Being involved in and ensuring the safety of community initiatives or events.
  - ✓ Addressing community safety issues, particularly those related to pedestrian and traffic safety and police interactions with individuals experiencing mental illness.
- Focus on the Board and Service Priorities, which include:
  - ✓ Safe communities and neighbourhoods.
  - ✓ Economic sustainability and operational excellence.
  - ✓ High quality, professional service to the community.
- Continue to provide security for 263 Provincial courtrooms within the City.

Trends

- The Service has seen an overall increase in, major crime of 3% based on September 2015 year-to-date statistics as compared to 2014.
- Increases have been seen in assault, theft over and shooting incidences.
- Decreases are seen in murder and auto theft offences.
- The Service has issued 72,988 Provincial Offences Act Cautions (i.e. traffic warnings) based on year-to-date September 15 statistics, (up from 42,628 warnings as compared to 2014).

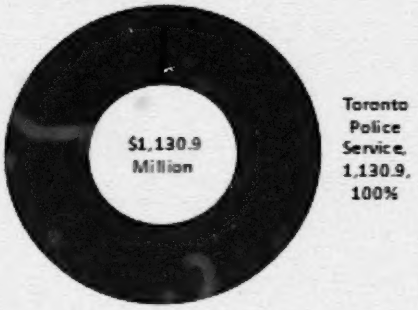
Major Crime Indicators - as at September 30th

Offence	2013	2014		2015	
	Total	% Chg	Total	% Chg	Total
Murder	47	-13%	41	-7%	38
Sex Assault	1,584	4%	1,650	7%	1,761
Assault	12,072	1%	12,191	8%	13,182
Robbery	3,149	-13%	2,732	-6%	2,578
Break and Enter	5,256	1%	5,320	-5%	5,071
Auto Theft	2,332	12%	2,609	-5%	2,486
Theft Over	753	-6%	711	8%	771
Shooting Incidents	165	-15%	140	34%	187
Total	25,358	0%	25,394	3%	26,074

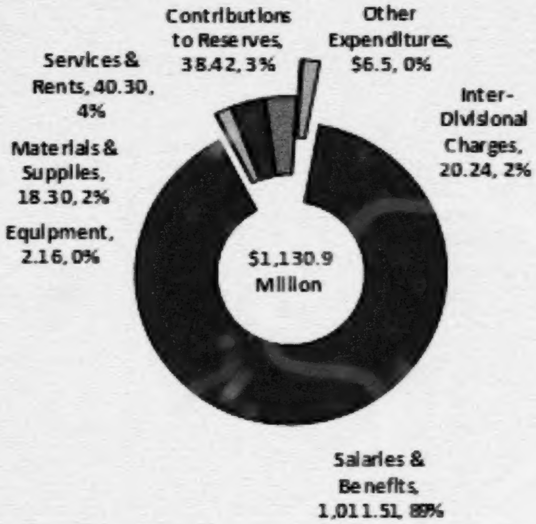
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

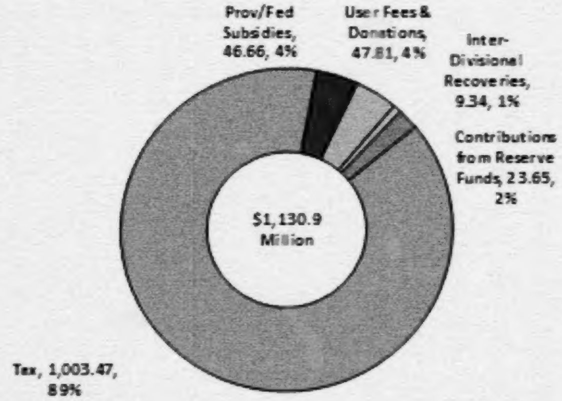


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- Rising cost of policing due to pressures from collective agreements and increased benefit requirements.
  - ✓ Review of approaches to policing models.
  - ✓ Scrutiny of established costs.
  - ✓ Implementing continuous improvement initiatives.
  - ✓ Automation and innovation, such as the new operational system (Versadex), on-line reporting of certain crimes and the Paid Duty Management System.
- Toronto's diverse population with different cultural perspectives, requires that officers be aware of different cultures and sensitivities.
  - ✓ Recruitment for diversity and new hiring initiatives.
  - ✓ Police and community relationship building, including re-framing contacts with the public.

Program Map

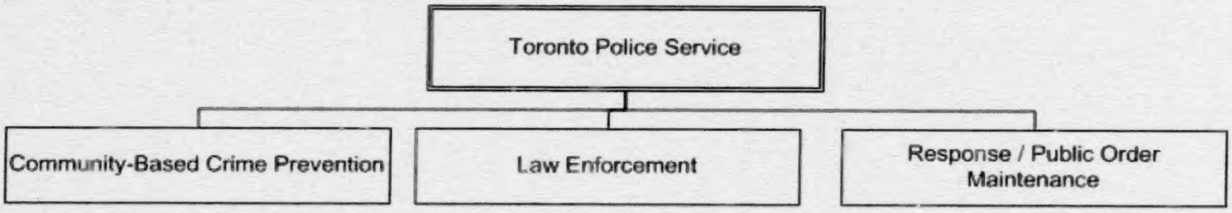

Toronto Police Service
Community-Based Crime Prevention
Law Enforcement
Response / Public Order Maintenance

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 Rec.d vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Toronto Police Service											
Gross Expenditures	1,172,317.0		1,130,929.0	-	1,130,929.0	(41,388.0)	(3.5%)	33,364.0	3.0%	32,953.6	2.8%
Revenue	192,654.1		127,463.9	-	127,463.9	(65,190.2)	(33.8%)	6,534.0	5.1%	6,292.3	4.7%
Net Expenditures	979,662.9	-	1,003,465.1	-	1,003,465.1	23,802.2	2.4%	26,830.0	2.7%	26,661.3	2.6%
Total											
Gross Expenditures	1,172,317.0	-	1,130,929.0	-	1,130,929.0	(41,388.0)	(3.5%)	33,364.0	3.0%	32,953.6	2.8%
Revenue	192,654.1	-	127,463.9	-	127,463.9	(65,190.2)	(33.8%)	6,534.0	5.1%	6,292.3	4.7%
Total Net Expenditures	979,662.9	-	1,003,465.1	-	1,003,465.1	23,802.2	2.4%	26,830.0	2.7%	26,661.3	2.6%
Approved Positions	7,883.0		7,881.0	-	7,881.0	(2.0)	(0.0%)	-		-	

The Toronto Police Service's 2016 Operating Budget is $1,130.929 million gross and $1,003.465 million net, representing a $23,802.2 million or 2.4% increase to the 2015 Approved Net Operating Budget and is not line with the reduction target of a 1% decrease, as set out in the 2016 Operating Budget Directions and Guidelines.

- The 2016 Operating Budget does not include any service changes or new and enhanced service priorities.
- The 2016 Operating Budget will result in Toronto Police Service reducing its total staff complement by 2.0 positions from 7,883.0 to 7,881.0.
- The 2016 and 2017 Plan increases are primarily attributable to cost of living increases.
- There is no collective agreement in place for the Senior Officer Organization which expired on December 31, 2014. No funding is included in the 2016 Operating Budget and the City will make an estimated provision in its corporate accounts until a settlement is reached.

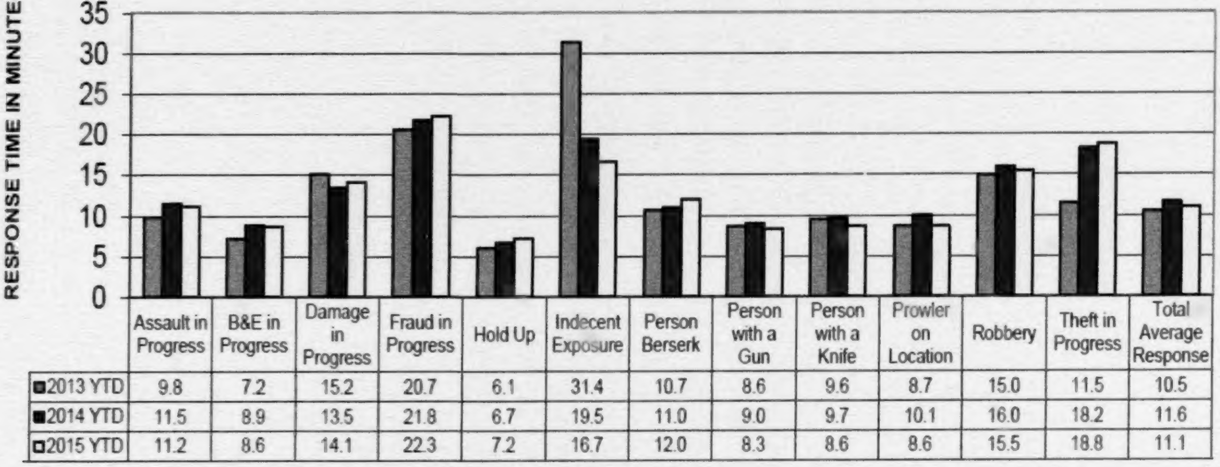
Toronto Police Service

Toronto Police Service

What We Do

- The Ontario Police Services Act (PSA) outlines the principles by which policing services are provided in Ontario.
- As a result, in order to ensure the safety and security of all persons and property in Ontario, municipalities are responsible for providing funds to enable adequate and effective policing, which must include, at a minimum, the following core services:
  - ✓ Crime prevention;
  - ✓ Law enforcement;
  - ✓ Assistance to victims of crime;
  - ✓ Public order maintenance; and
  - ✓ Emergency response.

RESPONSE TIME TO SELECTED EMERGENCY EVENTS BY TYPE OF CRIME YTD 2015/08/31



	Assault in Progress	B&E in Progress	Damage in Progress	Fraud in Progress	Hold Up	Indecent Exposure	Person Berserk	Person with a Gun	Person with a Knife	Prowler on Location	Robbery	Theft in Progress	Total Average Response
▨2013 YTD	9.8	7.2	15.2	20.7	6.1	31.4	10.7	8.6	9.6	8.7	15.0	11.5	10.5
■2014 YTD	11.5	8.9	13.5	21.8	6.7	19.5	11.0	9.0	9.7	10.1	16.0	18.2	11.6
□2015 YTD	11.2	8.6	14.1	22.3	7.2	16.7	12.0	8.3	8.6	8.6	15.5	18.8	11.1

(YTD reflects statistics as at August 31, for the years 2013, 2014 and 2015)

- Average response times for emergency events including robbery, person with a gun and assault in progress were down based on year-to-date August 2015 statistics as compared to year-to-date August 2014 statistics.

Service Performance

Output Measure – Average Time per Event

Average Time (Minutes) per CAD Event	**1999**	**2005**	**2009**	**2014**
Average Time per Event - All	97.5	165.8	180.2	194.9
Average Time per Event - Domestic	173.8	282.6	319.1	338.0
Average Time per Event - Shootings	1,858.6	4,021.4	4,113.6	6,707.3

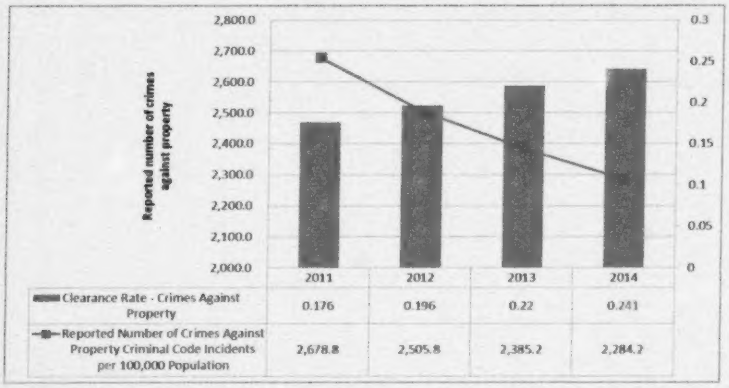
- The average time per event has increased over the years for all events.
- Shooting and domestic events have risen substantially over the last several years.
- Increase in time spent on calls due to:
  - Additional evidence being collected (video, witness statements, etc.).
  - Waiting times at hospitals.
  - Increased time taken to complete related documentation.
  - Increased proportion of officers in early career.
  - Public expectations for officers to take additional time while on scene.

Effectiveness Measure – Major Crime Indicators

Offence	**YTD - 2015-09-30**		
	2014	**2015**	**%Chg**
Murder	41	38	**-7%**
Sex Assault	1,650	1,761	**7%**
Assault	12,191	13,182	**8%**
Robbery	2,732	2,578	**-6%**
Break and Enter	5,320	5,071	**-5%**
Auto Theft	2,609	2,486	**-5%**
Theft Over	711	771	**8%**
Shooting Events	140	187	**34%**
Total	**25,394**	**26,074**	**3%**

- Overall, major crime has increased by 3% based on year-to-date September 2015 statistics as compared to 2014.
- Major crime indicators are used to measure how safe a city is, which impacts the quality of life, economic development and tourism in a city.
- Toronto is one of the safest cities in North America, and the Toronto Police Service has and will continue to work hard with its community partners and other stakeholders to keep it that way.

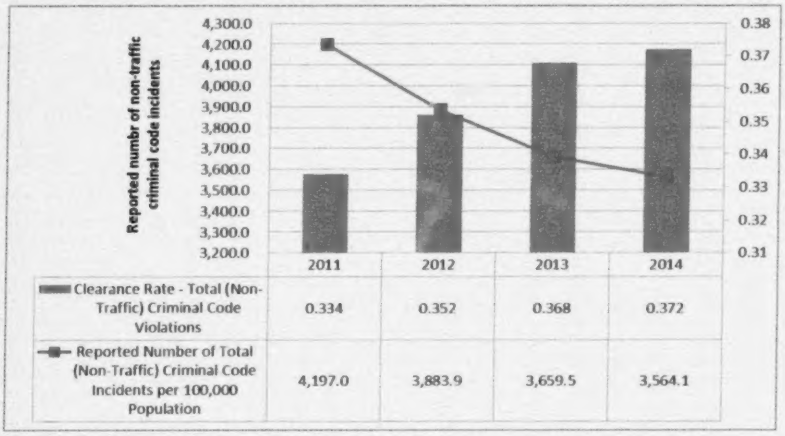
Efficiency Measure – Clearance Rates for Crimes Against Property



	2011	2012	2013	2014
▬ Clearance Rate - Crimes Against Property	0.176	0.196	0.22	0.241
—■— Reported Number of Crimes Against Property Criminal Code Incidents per 100,000 Population	2,678.8	2,505.8	2,385.2	2,284.2

- The clearance rates for crimes against property has consistently increased for the period 2011 – 2014.
- The reported number of crimes against property also consistently decreased for the period 2011 – 2014.

Efficiency Measure – Clearance Rates for Non-Traffic Criminal Code Violations



	2011	2012	2013	2014
▬ Clearance Rate - Total (Non-Traffic) Criminal Code Violations	0.334	0.352	0.368	0.372
—■— Reported Number of Total (Non-Traffic) Criminal Code Incidents per 100,000 Population	4,197.0	3,883.9	3,659.5	3,564.1

- The clearance rates for non-traffic criminal code violations has consistently decreased for the period 2011 – 2014.
- The reported number of non-traffic criminal code violations also consistently decreased for the period 2011 – 2014.

TORONTO
POLICE
SERVICE
14 DIVISION
350
Toronto

Toronto Police Service

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Police Service has an asset inventory valued at over $1.142 billion based on 2014 replacement costs. Facility assets such as Police Facilities, Divisions (Stations) and Storage Facilities comprise approximately $821.948 million of the Service's total asset inventory value, while equipment, vehicles, radio infrastructure and security systems account for the remaining $319.878 million.

The 10-Year Capital Plan of $558.461 million reflects strategies to optimize service delivery, reduce Toronto Police Service's overall facility footprint, enhance new efficiencies and value-added services in operations and maintains a working inventory of assets that meets operational requirements and ensures continuing officer and public safety.

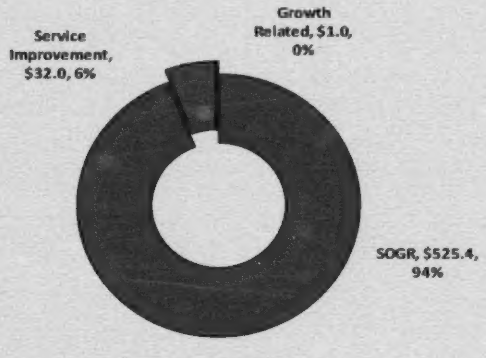
2016 Capital Budget Highlights

The 2016 Capital Budget for Toronto Police Service of $39.320 million, excluding carry forward funding, will:

- ✓ Deliver Electronic Document Management (EDM) Proof of Concept – store, control, and report on the repository of electronic documents, created from the enormous collection of paper-based information that exists throughout the Service ($0.450 million).
- ✓ Begin Radio Replacement – provide funding for the replacement of radios beginning in 2016 (for radios purchased in 2006) to 2025 ($39.964 million).
- ✓ Complete TPS Archiving – establish an archiving facility at the Service's Progress Avenue site ($0.750 million).

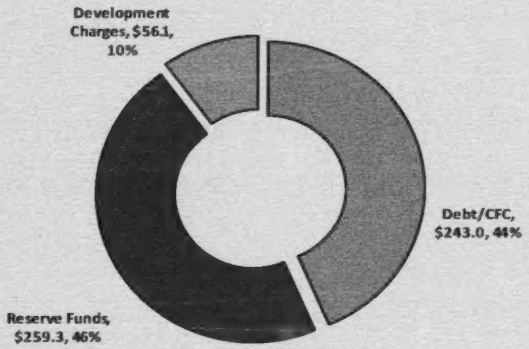
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$558.461 Million

2016-2025 Capital Budget and Plan by Funding Source



$558.461 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $558.461 million provides funding to:

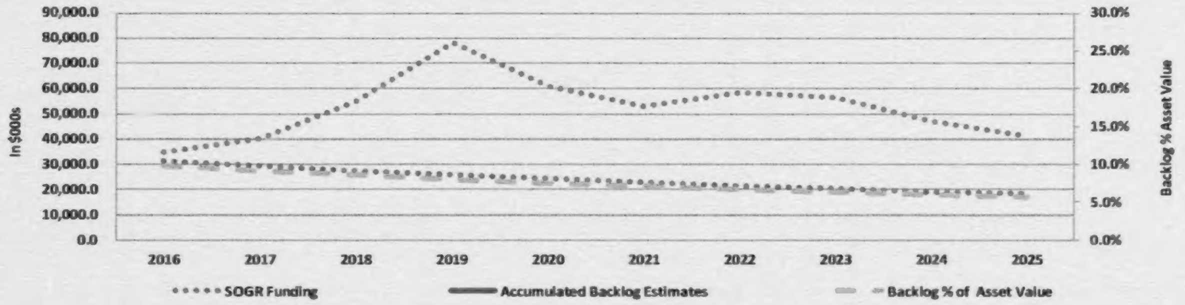
- Optimize service delivery, both internally and externally;
- Optimize and reduce the overall facility space footprint ;
- Enhance new efficiencies and value-added services in operations; and
- Maintain a working inventory of assets that meet operational requirements and ensures continuing health and safety.

Where does the money come from?

- New debt funding of $243.046 million comprises 43.5% of the Toronto Police Service's 10-year capital funding which is line with the debt affordability guideline over the 10-year planning period.
- Reserve funding of $259.267 million accounts for 46.4% of the total capital funding.
- Additional capital financing of $56.148 million or 10.1% will be provided from Development Charges based on the portion of projects that support growth in the City.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $525.412 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 9.7% in 2016 to 5.7% in 2025 (and is only for the equipment, vehicles, radio infrastructure and security systems assets).



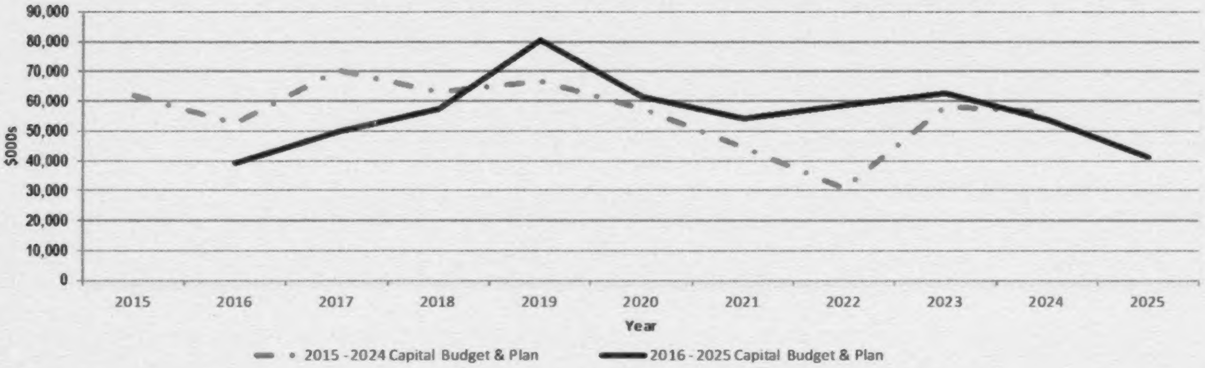
Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $3.022 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $3.022 million or 0.5% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1

Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	61,733	52,403	70,425	62,917	66,851	57,386	44,399	30,932	58,351	56,086		561,403
2016 - 2025 Capital Budget & Plan		39,319	49,560	57,401	80,414	61,446	54,235	58,492	62,511	53,699	41,384	558,461
Change %		(25.0%)	(29.6%)	(8.8%)	20.3%	7.1%	22.2%	89.1%	7.1%	(4.3%)		(0.5%)
Change $		(13,084)	(20,865)	(5,516)	13,563	4,060	9,836	27,560	4,160	(2,387)		(3,022)

As made evident in the chart above, the $3.022 million decrease in the Capital Program reflects slight changes to the Service's Capital Plan based on operational requirements. The Service schedules its capital projects on a readiness to proceed on a project by project basis.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $17.327 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of The Toronto Police Service's capital projects based on the following factors:

- ✓ Updated schedules for infrastructure maintenance and software upgrades;
- ✓ Updated leasing expiration dates;
- ✓ Updated operational requirements and timing of lifecycle replacement projects, (such as radios, servers, etc.) over the next 10- year period; and
- ✓ Revised land acquisition and construction timing and cost estimates for major facility projects.

The following table provides details by project category within the 2016 – 2025 Capital Budget and Plan for Toronto Police Service:

Table 1
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Rec'd Total Project Cost
State of Good Repair													
SOGR		2,326	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	4,000	**38,326**	
41 Division	1,000	-	-	395	9,561	19,122	9,850	-	-	-	-	**38,928**	39,928
54 Division	7,630	-	-	1,600	21,421	8,387	217	-	-	-	-	**31,625**	39,255
32 Division	-	-	1,200	4,790	5,990	-	-	-	-	-	-	**11,980**	11,980
Furniture Lifecycle Replacement		743	757	757	1,480	772	2,357	772	1,340	1,940	780	**11,698**	
13 Division	-	-	-	-	-	372	8,645	18,500	11,411	-	-	**38,928**	38,928
Vehicle Equipment - TPS		6,021	6,054	5,990	6,990	6,104	5,804	5,804	5,804	5,804	5,804	**60,179**	
Workstations, Printers & Laptops		2,702	3,298	3,129	3,909	4,012	3,413	3,237	2,007	4,947	4,796	**35,450**	
Servers		291	2,499	4,203	4,741	4,741	3,197	2,624	4,807	4,158	3,394	**35,655**	
IT Business Resumption		-	1,365	1,992	2,543	1,345	1,477	1,433	1,775	1,553	1,568	**15,051**	
Mobile workstation		-	300	9,420	1,000	-	-	300	9,420	1,000	-	**21,440**	
Network equipment		1,600	2,900	2,800	2,400	2,900	1,750	2,250	3,750	3,750	2,900	**27,000**	
AVLS Replacement Lifecycle		-	-	-	-	1,650	-	-	-	-	1,650	**3,300**	
In-Car Camera Replacement		2,202	2,209	-	-	-	2,202	2,209	-	-	-	**8,822**	
Voice Logging Lifecycle Replacement		38	-	-	350	-	-	-	-	350	-	**738**	
Electronic Surveillance System		-	1,323	-	-	-	-	1,363	-	-	-	**2,686**	
Digital Photography Lifecycle Replacement		272	-	-	-	228	258	-	-	-	-	**758**	
Voicemail Call Centre		-	500	-	-	-	-	500	-	-	-	**1,000**	
DVAMS - 11 Lifecycle Replacement		362	362	362	1,613	263	262	244	244	1,507	275	**5,494**	
Property & Evidence Scanners Lifecycle		-	-	-	40	-	-	-	-	40	-	**80**	
DPLN Replacement		-	-	-	1,500	-	-	-	-	1,600	-	**3,100**	
Small Equipment Replacement		92	92	933	933	1,103	842	92	353	353	353	**5,146**	
Human Resources Management HRMS		550	-	-	-	380	1,105	-	-	-	-	**2,035**	
Time Resource Mgmt System TRMS		-	1,500	2,022	-	-	-	630	1,500	2,022	-	**7,674**	
Wireless Parking System		-	2,973	-	-	-	-	2,973	-	-	-	**5,946**	
Livescan replacement		-	-	540	-	-	-	-	540	-	-	**1,080**	
AFIS replacement		-	-	-	3,053	-	-	-	-	-	-	**3,053**	
Public Safety Unit Facility		-	-	-	-	-	500	5,400	5,148	2,000	-	**13,048**	
Fleet Equipment		100	100	100	100	100	100	100	100	100	100	**1,000**	
22 Divison Upgrade	-	-	-	-	-	-	-	-	3,000	5,300	-	**8,300**	8,300
Peer to Peer Site	3,879	1,000	4,000	7,759	3,500	-	-	-	-	-	-	**16,259**	20,138
Locker Replacement		500	350	48	198	48	540	540	540	540	540	**3,844**	
Relocation of FIS	55,876	-	-	-	-	-	-	-	-	4,649	12,653	**17,302**	73,178
Radar Unit Replacement	565	49	307	189	-	12	21	15	440	180	230	**1,443**	2,008
Security System		500	475	450	440	570	465	465	465	465	465	**4,760**	
Marine Vessel Electronics	-	-	485	-	-	-	-	485	-	-	-	**970**	970
CEW Replacement	1,320	-	-	-	-	-	-	-	-	-	1,350	**1,350**	2,670
Radio Replacement		14,141	3,050	3,460	2,452	4,949	6,074	4,544	42	1,026	226	**39,964**	
Sub-Total	**70,270**	**34,489**	**40,099**	**54,939**	**78,214**	**61,058**	**53,079**	**58,480**	**56,686**	**47,284**	**41,084**	**525,412**	**237,355**
Service Improvements													
Fibre Optics		-	-	-	-	-	881	-	4,785	6,385	-	**12,051**	-
CCTV		250	-	-	-	275	275	-	-	-	300	**1,100**	-
AED's		12	-	12	-	112	-	12	-	30	-	**178**	-
Electronic Document Management	50	450	-	-	-	-	-	-	-	-	-	**450**	500
Business Intelligence	2,336	4,069	3,811	-	-	-	-	-	-	-	-	**7,880**	10,216
TPS Archiving	-	50	50	650	-	-	-	-	-	-	-	**750**	750
Parking West	-	-	5,600	1,800	2,200	-	-	-	-	-	-	**9,600**	9,600
Sub-Total	**2,386**	**4,831**	**9,461**	**2,462**	**2,200**	**387**	**1,156**	**12**	**4,785**	**6,415**	**300**	**32,009**	**21,066**
Growth Related													
Property and Evidence Racking		-	-	-	-	-	-	-	1,040	-	-	**1,040**	-
Sub-Total	-	-	-	-	-	-	-	-	**1,040**	-	-	**1,040**	-
Total Expenditures by Category (excluding carry forward)	**72,656**	**39,320**	**49,560**	**57,401**	**80,414**	**61,445**	**54,235**	**58,492**	**62,511**	**53,699**	**41,384**	**558,461**	**258,421**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Rec'd Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
New Projects - 2016														
54 Division	-	-	-	-	-	-	-	-	72.0	-	72.0	-	148.9	-
Human Resources Management HRMS	-	-	22.0	-	-	-	-	-	-	-	22.0	-	22.0	-
Time Resource Mgmt System TRMS	-	-	22.0	-	-	-	-	-	-	-	22.0	-	22.0	-
Peer to Peer Site	-	-	-	-	175.0	-	175.0	-	4.0	-	354.0	-	373.7	-
41 Division	-	-	-	-	-	-	-	-	-	-	-	-	147.5	-
13 Division	-	-	-	-	-	-	-	-	-	-	-	-	151.5	-
Business Intelligence	-	-	300.0	-	738.0	5.0	-	-	-	-	1,038.0	5.0	1,038.0	5.0
Total (Net)	**-**	**-**	**344.0**	**-**	**913.0**	**5.0**	**175.0**	**-**	**76.0**	**-**	**1,508.0**	**5.0**	**1,903.6**	**5.0**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $1.904 million net over the 2016 – 2025 period, as shown in the table above.

This is primarily comprised of funding to sustain the following capital projects once they have been completed:

- ✓ *Peer to Peer ($0.374 million)* – This project provides funding for a new disaster recovery data centre. As planning and location selection for this project is still in progress, these operating costs for building operations, service contracts and utilities anticipated to start in mid-year 2018 are estimated.

- ✓ *Business Intelligence ($1.038 million)* – A service improvement project for developing and maintaining a data warehouse, which supports the Service's on-going commitment to intelligence led policing. System sustainment costs are for five staff totalling $0.638 million and maintenance of $0.500 million.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Toronto Police Services Board

2016 OPERATING BUDGET OVERVIEW

Toronto Police Services Board is responsible, under the *Police Services Act*, for ensuring the provision of adequate and effective police services in the City of Toronto.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $3.049 million gross and $2.299 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	3,115.8	3,049.4	(66.4)	(2.1%)
Gross Revenues	750.0	750.0		
Net Expenditures	**2,365.8**	**2,299.4**	**(66.4)**	**(2.8%)**

The 2016 Operating Budget for the Toronto Police Services Board meets the budget target of a 1% decrease below the 2015 Approved Operating Budget.

Fast Facts

- The Toronto Police Services Board is a seven member civilian body that oversees the Toronto Police Service.
- The *Police Services Act* sets out who will be members of the Board. In Toronto, it states that three members will be appointed by the provincial government; one member will be the Mayor of Toronto (or designate); two members will be City of Toronto Councillors and one member will be a citizen selected by the City of Toronto Council.

2016 Operating Budget Highlights

- The 2016 Operating Budget will enable the Toronto Police Services Board to maintain 2015 service levels and continue the following:
  - ✓ Appoint members of the police service.
  - ✓ Establish policies for management of the police service.
  - ✓ Appoint the Chief and Deputy(s) Chiefs; annually determine their remuneration.
  - ✓ Direct the Chief and monitor his performance.
  - ✓ Establish policies respecting the disclosure by chiefs of personal information about individuals.
  - ✓ Establish guidelines regarding legal indemnification and for the administration of the public complaints system.
  - ✓ Negotiate collective agreements.
  - ✓ Approve the capital and operating budgets.

2015 Key Service Accomplishments

In 2015, the Toronto Police Services Board accomplished the following:

- ✓ Concluded a collective agreement with the Toronto Police Association.
- ✓ Initiated collective bargaining with the Senior Officers' Organization.
- ✓ Chief of Police selection.
- ✓ Initiated Deputy Chief of Police selection process.
- ✓ TPSB Website re-design initiated.
- ✓ Receipt of final report from KPMG.
- ✓ Finalized Service Level Agreement with City Audit Services.
- ✓ Received final report on implementation of the Independent Civilian Review into matters relating to the G20 Summit.

Our Service Deliverables for 2016

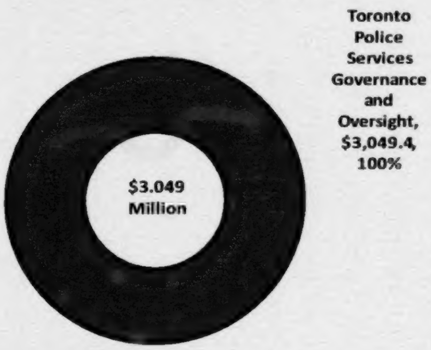
The primary role of the Toronto Police Services Board is to establish, after consultation with the Chief of Police, overall objectives and priorities for the provision of police service and fulfilling the mandate established in the *Police Services Act*.

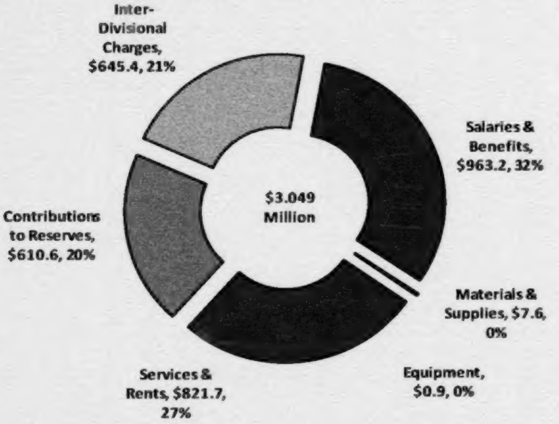
- The 2016 Operating Budget will enable the Police Services Board to:

- Develop and approve a 2017-2019 Business Plan.
- Monitor implementation of the Board's Audit Policy.
- Implement a paperless agenda process
- Continue to provide governance and civilian oversight and to monitor achievements of the Toronto Police Service.

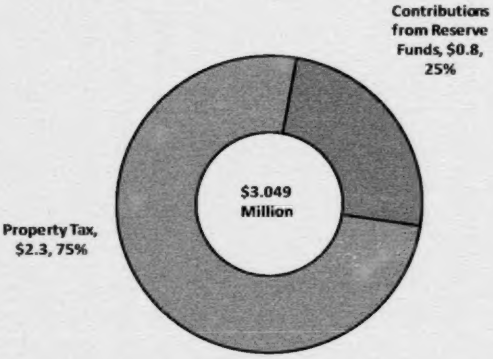
2016 Operating Budget Expenses & Funding

Where the money goes:


2016 Budget by Service


2016 Budget by Expenditure Category

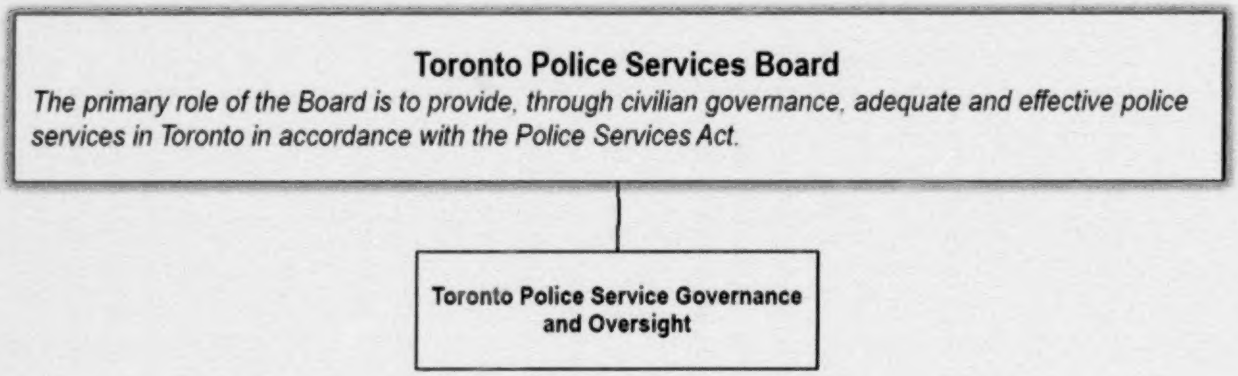
Where the money comes from:


2016 Budget by Funding Sourc

Our Key Issues & Priority Actions

- **Anticipated amendments to the Police Services Act.**
  - ✓ Develop policies for the Toronto Police Service to follow legislative changes.
- **Policy implications of Street Checks Regulation made under the Police Services Act.**
  - ✓ Review and direct the changes to be undertaken to implement the new Street Checks Regulation.
  - ✓ Implementation of paperless agenda process

Program Map



Toronto Police Services Board

The primary role of the Board is to provide, through civilian governance, adequate and effective police services in Toronto in accordance with the Police Services Act.

Toronto Police Service Governance and Oversight

Purpose:

To ensure the provision of adequate and effective police services in accordance with community needs and expectations, through policy development, compliance monitoring with Board Policy and directions and priority setting, through stakeholder consultations and communications and consultation with the Chief of Police as required by the Police Services Act.

Table 1

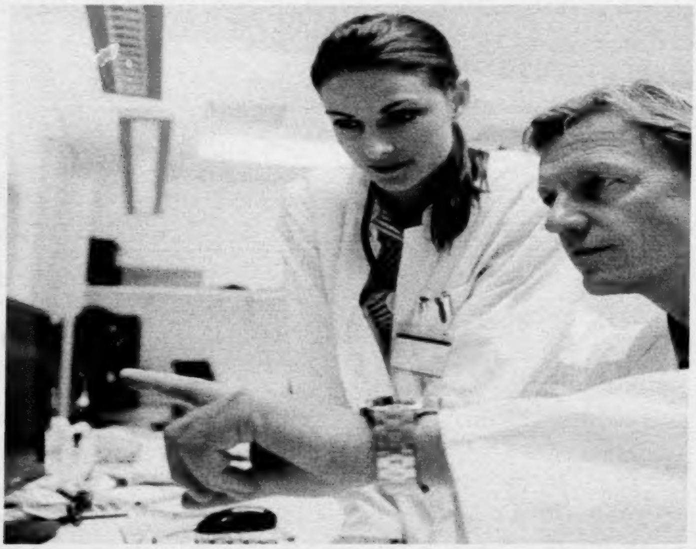
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(in $000s)	Approved Budget	Projected Actual*	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Toronto Police Services Governance and Oversight											
Gross Expenditures	3,115.8	3,115.8	3,049.4		3,049.4	(66.4)	(2.1%)	20.0	0.7%		
Revenue	750.0	750.0	750.0		750.0						
Net Expenditures	2,365.8	2,365.8	2,299.4		2,299.4	(66.4)	(2.8%)	20.0	0.9%		
Total											
Gross Expenditures	3,115.8	3,115.8	3,049.4		3,049.4	(66.4)	(2.1%)	20.0	0.7%		
Revenue	750.0	750.0	750.0		750.0						
Total Net Expenditures	2,365.8	2,365.8	2,299.4		2,299.4	(66.4)	(2.8%)	20.0	0.9%		
Approved Positions	7.0	7.0	7.0		7.0						

** Based on the 2015 9-month Operating Variance Report*

The Toronto Police Services Board's 2016 Operating Budget is $3.049 million gross and $2.299 million net, representing a 2.8% decrease to the 2015 Approved Net Operating Budget and is in line with the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Approval of the 2016 Operating Budget will not change the Toronto Police Services Board's staff complement.
- The 2016 Operating Budget does not include any service changes or new and enhanced service priorities.
- Compensation of the Board's staff follows the Toronto Police Senior Officers' Organization (SOO) patterns. As there is no agreement yet in place for the Toronto Police Senior Officers' Organization (SOO) which expired on December 31, 2014, no funding is included in the 2016 Operating Budget and the City will make an estimated provision in its corporate accounts until a settlement is reached.



Toronto Public Health

2016 OPERATING BUDGET OVERVIEW

Toronto Public Health (TPH) reduces health inequalities and improves the health of the entire population by delivering services that meet community health needs, comply with Ontario Public Health Standards, and make wise use of human and financial resources.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $240.703 million gross and $56.942 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	253,979.5	243,207.7	(10,771.7)	(4.2%)
Gross Revenues	197,052.0	184,585.3	(12,466.7)	(6.3%)
Net Expenditures	**56,927.5**	**58,622.4**	**1,695.0**	**3.0%**

For 2016, TPH faced pressures arising mainly from salary and benefit increases and inflationary increase for the sexual health clinics. Through base budget reductions, the Program was able to partially offset these pressures to bring the 2016 Net budget to $56.942 million or 0.2% over the 2015 Net Operating Budget.

Fast Facts

- Toronto Public Health is one of 36 public health units funded by the Ministry of Health and Long Term Care (MOHLTC).
- The majority of the Public Health budget is cost-shared with the MOHLTC on a 75% provincial/25% municipal basis. Therefore, every $1 of municipal investment in public health results in $4 of public health services for Torontonians.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Toronto Public Health of $243.708 million gross and $58.622 million net provides funding for six services: Chronic Diseases & Injuries; Emergency Preparedness; Environmental Health; Family Health; Infectious Diseases; and Public Health Foundations.
- The budget as presented here is $1.695 million or 3.0% over the 2015 Approved Budget after taking the following measures.
  - ➢ The identification of sustainable on-going savings including line by line reductions ($0.032 million net) and increased stable 2016 revenues of $0.066 million net.

2015 Key Service Accomplishments

In 2015, Toronto Public Health accomplished the following:

Public Health Foundations

- ✓ Prepared 15 BOH reports on a range of health issues, including recommendations for action to improve health in Toronto
- ✓ Prepared 8 reports summarizing health evidence on selected social and environmental determinants of health, including reviews of best practices/interventions/policies to address health concerns
- ✓ Undertook review and approval of 24 research applications
- ✓ Compiled information from facilities' in Toronto on the manufacture, use and release of 25 priority chemicals
- ✓ Monitored, maintained, and assessed 48 health surveillance indicators
- ✓ Prepared Action Plans on Climate Change and Health, and Intimate Partner Violence
- ✓ Created research and policy information on hookah use, leading to Council decision to prohibit hookah use in licenced establishments

Infectious Diseases

- ✓ Received, assessed and reviewed more than 75,000 notifications of all infectious diseases and reported infectious disease surveillance information to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.
- ✓ Responded to 525 outbreaks of communicable diseases in institutional facilities and the community.
- ✓ Inspected 3,600 critical and semi-critical personal services settings.
- ✓ Provided infection prevention and control liaison services to 20 hospital sites, 16 complex continuing care/rehab centres, 87 Long-Term Care Homes, 75 retirement homes, 2 correctional facilities, 4 school boards and 65 shelters.
- ✓ Investigated and provided follow up for over 13,000 confirmed cases of chlamydia, gonorrhea, syphilis and HIV.
- ✓ Recorded over 80,000 visits to the Needle Exchange
- ✓ Trained 600 people who used opioids to administer naloxone to reverse overdose. Over 50 people administered naloxone to people overdosing on opioids with a positive outcome.

Our Service Deliverables for 2016

Toronto Public Health offers a diverse range of public health programs and services to Torontonians as per its legislated mandate.

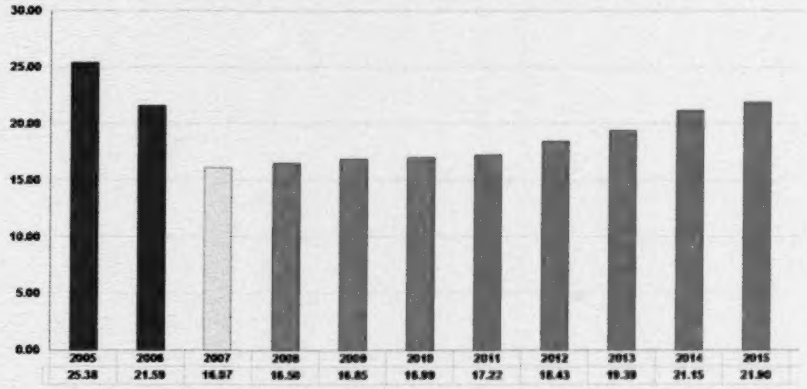
The 2016 Preliminary Operating Budget will allow TPH to:

- Inspect 3,800 critical and semi-critical personal services settings (PSS) and 1,000 licensed child care facilities.
- Provide infection prevention and control liaison services to 20 hospital sites, 18 complex continuing care/rehab centres, 87 Long-Term Care Homes, 100 retirement homes, 2 correctional facilities, 4 school boards and 65 shelters.
- 60,000 client visits to sexual health clinics; with wait times for new clients for clinic services being only 2-3 weeks.
- Track and investigate over 15,000 confirmed cases of Chlamydia, gonorrhea, syphilis, HIV, Hep B and C.
- Provide education and training to 450 health and allied health professionals on falls prevention from 60 agencies to build capacity in falls prevention for a potential reach of 135,000 older adults (aged 65+ years).
- Provide 28,700 education and counseling contacts to support breastfeeding initiation and sustainment.

Trends

- Over the past twelve years, the amount of funding for 100% provincially funded programs has increased by over 75% from $28.3 million in 2004 to $50.2 million in 2015. The increase is due to the addition of new programs like Smoke Free Ontario and Healthy Smiles Ontario.
- Beginning in 2005, the provincial contribution increased from 50% to 75% for various cost shared programs.

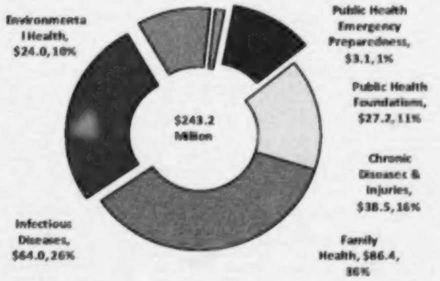
Municipal Costs Per Person for Public Health Services (Net)



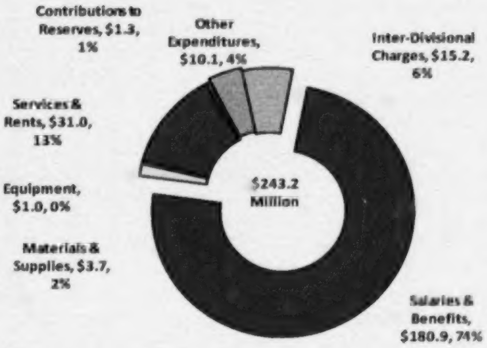
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

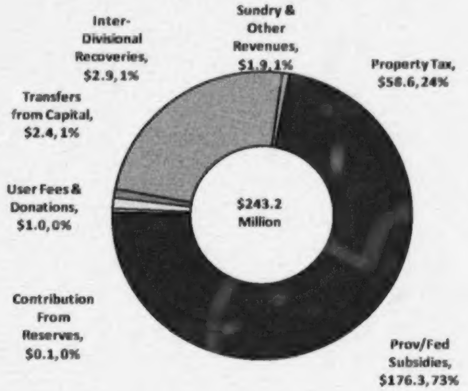


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Maintaining programs and services and continuing to meet public health legislative requirements and standards within financial constraints.**

  ✓ The Ministry of Health and Long-Term Care (MOHLTC) has identified Toronto as one of 8 under-funded Public Health Units in the province.

  ✓ As such, TPH continues to explore options to improve service delivery through streamlining business processes and finding operational efficiencies, while ensuring accountability for taxpayers.

Program Map

Toronto Public Health

TPH reduces health inequities and improves the health of the whole population

Public Health Foundations	Chronic Diseases & Injuries	Family Health	Infectious Diseases	Environmental Health	Emergency Preparedness
Purpose: *To ensure effective public health programs responding to the health needs of the population*	**Purpose:** *To reduce the burden of preventable chronic diseases and injuries of public health importance and to reduce the frequency and severity of preventable injury and of substance misuse*	**Purpose:** *To enable individuals and families to achieve optimal preconception health, experience a healthy pregnancy, have the healthiest newborn(s) possible, and be prepared for parenthood and all children to attain and sustain optimal health and developmental potential*	**Purpose:** *To prevent or reduce the burden of infectious deceases of public health importance*	**Purpose:** *To prevent and reduce the burden of illness from health hazards in the physical environment*	**Purpose:** *To ensure a consistent and effective response to public health emergencies and emergencies with public health impacts*

Service Customer

Chronic Diseases & Injuries

- Children
- Youth
- Adults
- Seniors
- Employers
- Community Agencies & Organizations
- Educational Institutes
- Families
- Employees
- Neighbourhoods
- City of Toronto Population

Family Health

- Community Partners
- Healthcare Providers
- Children 0 to 6 years of age
- Parents / Guardians
- Caregivers
- Families
- Neighbourhoods
- City of Toronto
- Pregnant women and their partners
- Youth & Adults in their childbearing years

Environmental Health

- Drinking and Recreational Water Operators
- Consumers of drinking water
- Recreational water users
- General Public
- Food preparation / handling / processing operator
- Health hazard violation
- Food consumer
- Health Hazard violator

Emergency Preparedness

- TPH Staff
- City of Toronto Divisions
- Emergency Response Agencies
- Community Partners
- Public
- Emergency Victims
- Health Care Providers

Infectious Diseases

- Individuals with known or suspected reportable infectious diseases
- Individuals who are at risk of a reportable infectious disease
- Health care providers, hospitals, long-term care homes, retirement homes, correctional facilities and community partners
- Operators of personal service settings (incl. tattoo parlours, barbershops / salons, acupuncture, aestheticians, etc.)
- Licensed Day Nursery Operators
- Funeral Home Operators
- Local public health agencies across Ontario
- Toronto Police, EMS and Fire
- Individuals who are at risk for a vaccine preventable disease
- Student age 4 – 18 years old
- General Public
- Health care providers
- Parents & guardians
- School Boards
- Ministry of Health & Long-term Care
- Board of Health
- Media
- Individuals with rabies
- Individuals who are at risk of rabies
- Individuals with tuberculosis
- Individuals who are at risk of tuberculosis
- General public, boards of education, schools and workplaces
- Individuals with known or suspected communicable infections (sexually transmitted / blood-borne infections)
- Individuals who are at risk for a preventable communicable infections (sexually transmitted / blood-borne infections)
- Youth at risk for unwanted pregnancy
- Youth at risk for gender-based violence
- Customers of Personal Services Operators (incl. tattoo parlours, barbershops / salons, acupuncture, aestheticians, etc.)

Table 1

2016 Operating Budget and Plan by Service

(In $000s)	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
	Approved Budget	Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Public Health Foundations											
Gross Expenditures	28,793.3	28,642.3	26,625.5	545.3	27,170.8	(1,622.5)	(5.6%)	617.7	2.3%	644.3	2.3%
Revenue	17,643.9	17,523.2	15,634.5	37.1	15,671.6	(1,972.3)	(11.2%)	14.5	0.1%	161.8	1.0%
Net Expenditures	11,149.5	11,119.2	10,991.1	508.2	11,499.2	349.8	3.1%	603.2	5.2%	482.4	4.0%
Chronic Diseases & Injuries											
Gross Expenditures	34,910.4	34,718.3	37,943.4	580.9	38,524.3	3,614.0	10.4%	403.8	1.0%	727.4	1.9%
Revenue	25,338.2	25,163.8	27,457.8	74.8	27,532.6	2,194.4	8.7%	(197.2)	(0.7%)	261.3	1.0%
Net Expenditures	9,572.2	9,554.5	10,485.6	506.2	10,991.8	1,419.6	14.8%	601.0	5.5%	466.1	4.0%
Family Health											
Gross Expenditures	99,162.5	98,627.2	85,917.1	529.2	86,446.3	(12,716.2)	(12.8%)	(1,113.0)	(1.3%)	1,005.5	1.2%
Revenue	82,614.9	82,051.4	70,110.9	36.0	70,146.9	(12,468.0)	(15.1%)	(1,712.6)	(2.4%)	485.8	0.7%
Net Expenditures	16,547.6	16,575.8	15,806.2	493.2	16,299.5	(248.2)	(1.5%)	599.6	3.7%	519.7	3.1%
Infectious Diseases											
Gross Expenditures	63,928.4	63,571.6	63,118.2	849.1	63,967.2	38.9	0.1%	(827.0)	(1.3%)	1,109.5	1.8%
Revenue	50,451.8	50,103.0	49,669.7	675.9	50,345.5	(106.3)	(0.2%)	(894.1)	(1.8%)	976.4	2.0%
Net Expenditures	13,476.5	13,468.5	13,448.5	173.2	13,621.7	145.2	1.1%	67.2	0.5%	133.0	1.0%
Environmental Health											
Gross Expenditures	24,009.8	23,886.3	23,968.2		23,968.2	(41.6)	(0.2%)	(194.2)	(0.8%)	206.6	0.9%
Revenue	18,593.2	18,472.5	18,527.0		18,527.0	(66.2)	(0.4%)	(193.3)	(1.0%)	176.3	1.0%
Net Expenditures	5,416.6	5,413.8	5,441.2		5,441.2	24.6	0.5%	(0.9)	(0.0%)	30.3	0.6%
Public Health Emergency Preparedness											
Gross Expenditures	3,175.1	3,161.4	3,130.8		3,130.8	(44.3)	(1.4%)	(9.7)	(0.3%)	30.8	1.0%
Revenue	2,410.0	2,396.6	2,361.8		2,361.8	(48.2)	(2.0%)	(11.8)	(0.5%)	24.5	1.0%
Net Expenditures	765.1	764.8	769.0		769.0	3.9	0.5%	2.1	0.3%	6.3	0.8%
Total											
Gross Expenditures	253,979.5	252,607.1	240,703.3	2,504.5	243,207.7	(10,771.7)	(4.2%)	(1,122.3)	(0.5%)	3,724.0	1.5%
Revenue	197,052.0	195,710.5	183,761.7	823.7	184,585.3	(12,466.7)	(6.3%)	(2,994.5)	(1.6%)	2,086.2	1.1%
Total Net Expenditures	56,927.5	56,896.6	56,941.5	1,680.8	58,622.4	1,694.9	3.0%	1,872.1	3.2%	1,637.8	2.7%
Approved Positions	1,875.3	1,767.0	1,864.0	8.0	1,872.0	(3.4)	(0.2%)	(17.3)	(0.9%)	4.8	0.3%

The Toronto Public Health's 2016 Operating Budget of $243.208 million gross and $58.622 million net, representing a 3.0% increase over the 2015 Approved Net Operating Budget.

- Base budget pressures are due primarily to inflationary cost increases in salary and benefits of $0.129 million and non-salary accounts of $0.022 million including a 2% inflationary increase for Sexual Health Clinic services.
- To help mitigate the above base pressures, the Program was able to achieve expenditure savings from line by line review based on actual expenditures and a reduction in the contribution to the IT Refresh Reserve based on current costs required to replace computers and printers.
- The 2016 Operating Budget includes new funding of $2.505 million gross and $1.681 million net for 1 New and 5 Enhanced Services which include $0.052 million net (with inflationary increase of $0.014 million net) for the cost-shared Toronto Urban Health Fund program to address funding shortfalls primarily related to youth resiliency grants.
- Approval of the 2016 Operating Budget will result in Toronto Public Health reducing its total staff complement by 3.4 positions from 1,875.3 to 1,872.0.
- The 2017 and 2018 future year incremental costs are mainly attributable to step increments and progression pay increases.

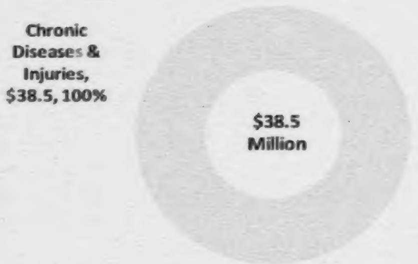
Chronic Diseases & Injuries

Chronic Diseases & Injuries

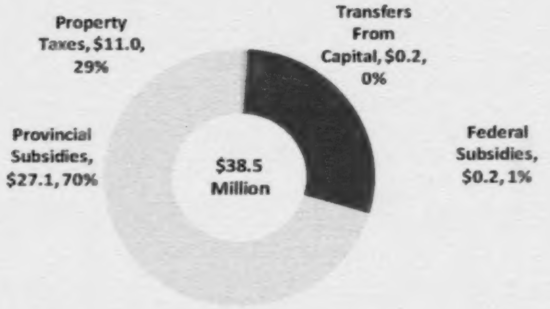
What We Do

- Promote behaviours that reduce the risk of chronic disease.
- Provide support to low income Torontonians to eat sufficient and nutritious food given income inadequacies.
- Deliver promotion and prevention campaigns and services focusing on Cancer Prevention and Early Detection, Nutrition Promotion, Physical Activity Promotion, Tobacco Use Prevention and Cessation, and Injury/Substance Misuse prevention.

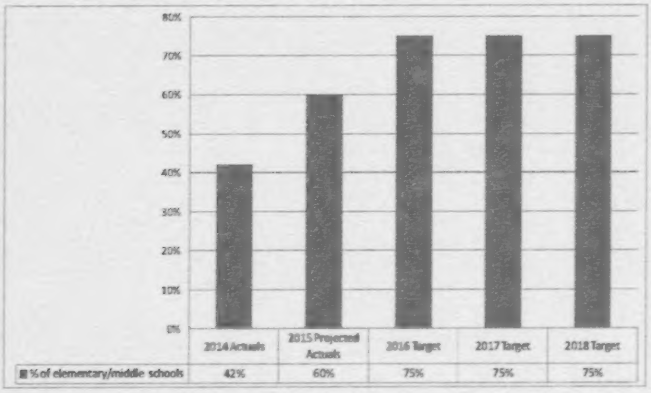
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



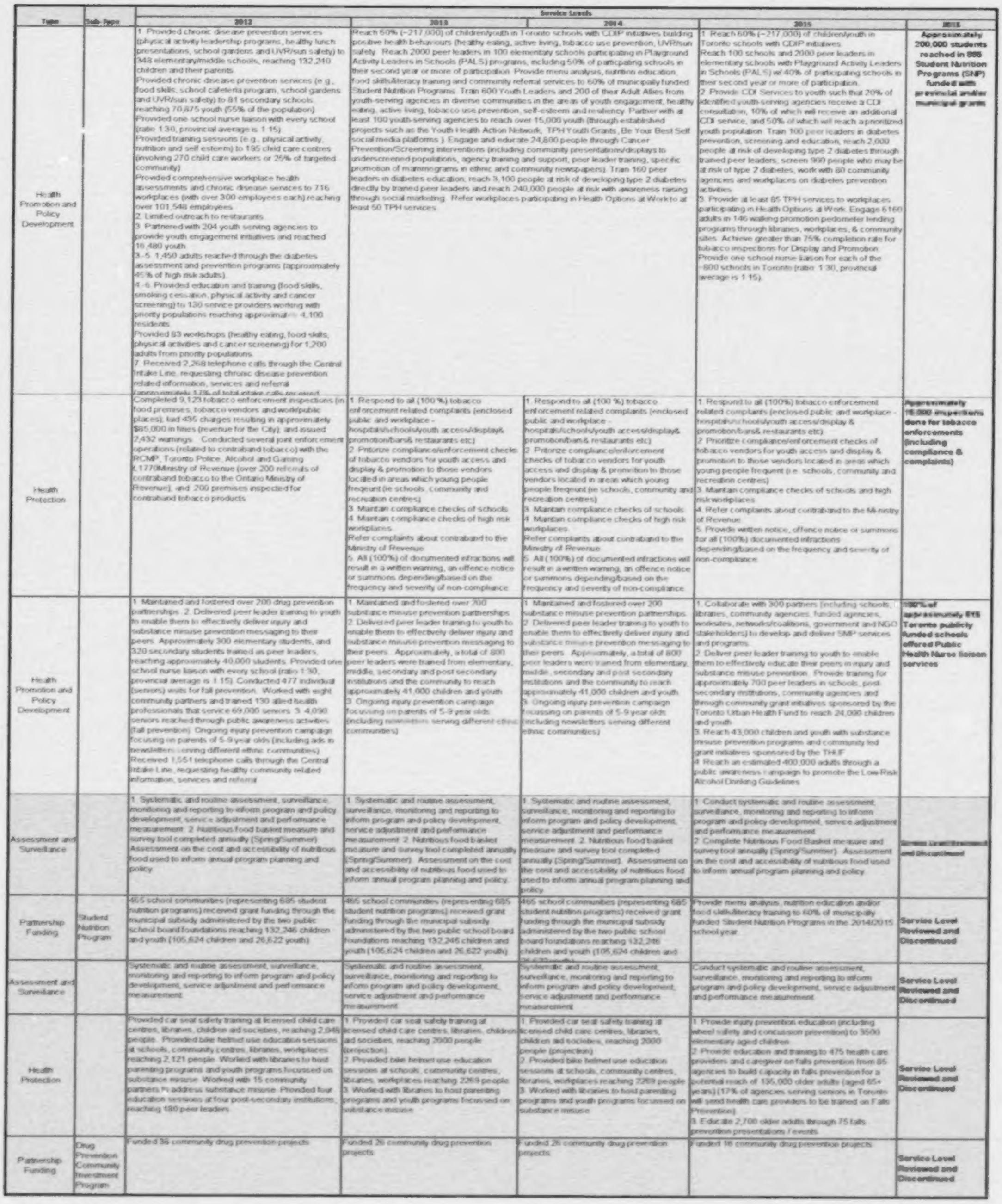
Percentage (%) of elementary/middle schools identified as priority by Toronto school boards receiving CDIP services



- Schools are the ideal setting to reach children and youth with chronic diseases and injury prevention initiatives.
- Given the number of schools in Toronto and limited resources, TPH strives to reach 75% of priority elementary/middle schools identified by school boards.
- CDIP is striving to increase the number of services within each school reached.
- A Public Health Nurse (PHN) can effectively support 6-7 priority elementary schools. Current service level is 15-20 schools per PHN (a combination of priority and non-priority). CDIP staff provide services as requested in non priority schools.

2016 Service Levels

Chronic Diseases & Injuries

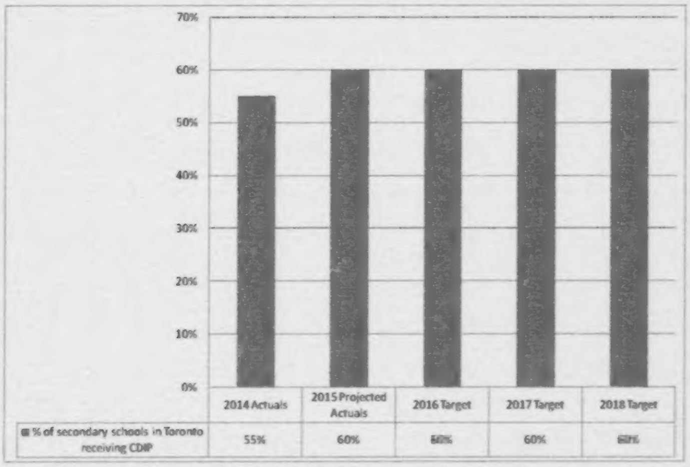


Type	Sub-type	Service Levels				
		2012	2013	2014	2015	2016
Health Promotion and Policy Development		1. Provided chronic disease prevention services (physical activity leadership programs, healthy lunch presentations, school gardens and UVR/sun safety) to 348 elementary/middle schools, reaching 132,240 children and their parents. Provided chronic disease prevention services (e.g., food skills, school cafeteria program, school gardens and UVR/sun safety) to 81 secondary schools reaching 70,875 youth (55% of the population) Provided one school nurse liaison with every school (ratio 1:30, provincial average is 1:15) Provided training sessions (e.g., physical activity, nutrition and self esteem) to 195 child care centres (involving 270 child care workers or 25% of targeted community) Provided comprehensive workplace health assessments and chronic disease services to 716 workplaces (with over 300 employees each) reaching over 101,548 employees. 2. Limited outreach to restaurants. 3. Partnered with 204 youth serving agencies to provide youth engagement initiatives and reached 16,480 youth. 3.-5. 1,450 adults reached through the diabetes assessment and prevention programs (approximately 45% of high risk adults). 4.-6. Provided education and training (food skills, smoking cessation, physical activity and cancer screening) to 130 service providers working with priority populations reaching approximately 4,100 residents. Provided 83 workshops (healthy eating, food skills, physical activities and cancer screening) for 1,200 adults from priority populations. 7. Received 2,268 telephone calls through the Central Intake Line, requesting chronic disease prevention related information, services and referral	Reach 60% (~217,000) of children/youth in Toronto schools with CDIP initiatives building positive health behaviours (healthy eating, active living, tobacco use prevention, UVR/sun safety. Reach 2000 peer leaders in 100 elementary schools participating in Playground Activity Leaders in Schools (PALS) programs, including 50% of participating schools in their second year or more of participation. Provide menu analysis, nutrition education, food skills/literacy training and community referral services to 60% of municipally funded Student Nutrition Programs. Train 600 Youth Leaders and 200 of their Adult Allies from youth-serving agencies in diverse communities in the areas of youth engagement, healthy eating, active living, tobacco use prevention, self-esteem and resiliency. Partner with at least 100 youth-serving agencies to reach over 15,000 youth (through established projects such as the Youth Health Action Network, TPH Youth Grants, Be Your Best Self social media platforms). Engage and educate 24,800 people through Cancer Prevention/Screening interventions (including community presentations/displays to underscreened populations, agency training and support, peer leader training, specific promotion of mammograms in ethnic and community newspapers). Train 160 peer leaders in diabetes education; reach 3,100 people at risk of developing type 2 diabetes directly by trained peer leaders and reach 240,000 people at risk with awareness raising through social marketing. Refer workplaces participating in Health Options at Work to at least 50 TPH services		1. Reach 60% (~217,000) of children/youth in Toronto schools with CDIP initiatives. Reach 100 schools and 2000 peer leaders in elementary schools with Playground Activity Leaders in Schools (PALS) w/ 40% of participating schools in their second year or more of participation. 2. Provide CDI Services to youth such that 20% of identified youth-serving agencies receive a CDI consultation, 10% of which will receive an additional CDI service, and 50% of which will reach a prioritized youth population. Train 100 peer leaders in diabetes prevention, screening and education, reach 2,000 people at risk of developing type 2 diabetes through trained peer leaders, screen 900 people who may be at risk of type 2 diabetes, work with 80 community agencies and workplaces on diabetes prevention activities. 3. Provide at least 85 TPH services to workplaces participating in Health Options at Work. Engage 6160 adults in 146 walking promotion pedometer lending programs through libraries, workplaces, & community sites. Achieve greater than 75% completion rate for tobacco inspections for Display and Promotion. Provide one school nurse liaison for each of the ~800 schools in Toronto (ratio 1:30, provincial average is 1:15).	**Approximately 200,000 students reached in 886 Student Nutrition Programs (SNP) funded with provincial and/or municipal grants**
Health Protection		Completed 9,123 tobacco enforcement inspections (in food premises, tobacco vendors and work/public places); laid 435 charges resulting in approximately $85,000 in fines (revenue for the City); and issued 2,432 warnings. Conducted several joint enforcement operations (related to contraband tobacco) with the RCMP, Toronto Police, Alcohol and Gaming 1,177 Ministry of Revenue (over 200 referrals of contraband tobacco to the Ontario Ministry of Revenue), and 200 premises inspected for contraband tobacco products	1. Respond to all (100 %) tobacco enforcement related complaints (enclosed public and workplace - hospitals/schools/youth access/display& promotion/bars& restaurants etc) 2. Prioritize compliance/enforcement checks of tobacco vendors for youth access and display & promotion to those vendors located in areas which young people frequent (ie schools, community and recreation centres) 3. Maintain compliance checks of schools 4. Maintain compliance checks of high risk workplaces. Refer complaints about contraband to the Ministry of Revenue 5. All (100%) of documented infractions will result in a written warning, an offence notice or summons depending/based on the frequency and severity of non-compliance	1. Respond to all (100 %) tobacco enforcement related complaints (enclosed public and workplace - hospitals/schools/youth access/display& promotion/bars& restaurants etc) 2. Prioritize compliance/enforcement checks of tobacco vendors for youth access and display & promotion to those vendors located in areas which young people frequent (ie schools, community and recreation centres) 3. Maintain compliance checks of schools 4. Maintain compliance checks of high risk workplaces. Refer complaints about contraband to the Ministry of Revenue 5. All (100%) of documented infractions will result in a written warning, an offence notice or summons depending/based on the frequency and severity of non-compliance	1. Respond to all (100%) tobacco enforcement related complaints (enclosed public and workplace - hospitals/schools/youth access/display & promotion/bars& restaurants etc) 2. Prioritize compliance/enforcement checks of tobacco vendors for youth access and display & promotion to those vendors located in areas which young people frequent (i.e. schools, community and recreation centres) 3. Maintain compliance checks of schools and high risk workplaces 4. Refer complaints about contraband to the Ministry of Revenue 5. Provide written notice, offence notice or summons for all (100%) documented infractions depending/based on the frequency and severity of non-compliance	**Approximately 15,000 inspections done for tobacco enforcements (including compliance & complaints)**
Health Promotion and Policy Development		1. Maintained and fostered over 200 drug prevention partnerships. 2. Delivered peer leader training to youth to enable them to effectively deliver injury and substance misuse prevention messaging to their peers. Approximately 300 elementary students, and 320 secondary students trained as peer leaders, reaching approximately 40,000 students. Provided one school nurse liaison with every school (ratio 1:30, provincial average is 1:15). Conducted 477 individual (seniors) visits for fall prevention. Worked with eight community partners and trained 130 allied health professionals that service 69,000 seniors. 3. 4,090 seniors reached through public awareness activities (fall prevention). Ongoing injury prevention campaign focusing on parents of 5-9 year olds (including ads in newsletters serving different ethnic communities) Received 1,551 telephone calls through the Central Intake Line, requesting healthy community related information, services and referral	1. Maintained and fostered over 200 substance misuse prevention partnerships. 2. Delivered peer leader training to youth to enable them to effectively deliver injury and substance misuse prevention messaging to their peers. Approximately, a total of 800 peer leaders were trained from elementary, middle, secondary and post secondary institutions and the community to reach approximately 41,000 children and youth 3. Ongoing injury prevention campaign focusing on parents of 5-9 year olds (including newsletters serving different ethnic communities)	1. Maintained and fostered over 200 substance misuse prevention partnerships. 2. Delivered peer leader training to youth to enable them to effectively deliver injury and substance misuse prevention messaging to their peers. Approximately, a total of 800 peer leaders were trained from elementary, middle, secondary and post secondary institutions and the community to reach approximately 41,000 children and youth 3. Ongoing injury prevention campaign focussing on parents of 5-9 year olds (including newsletters serving different ethnic communities)	1. Collaborate with 300 partners (including schools, libraries, community agencies, funded agencies, worksites, networks/coalitions, government and NGO stakeholders) to develop and deliver SMP services and programs. 2. Deliver peer leader training to youth to enable them to effectively educate their peers in injury and substance misuse prevention. Provide training for approximately 700 peer leaders in schools, post secondary institutions, community agencies and through community grant initiatives sponsored by the Toronto Urban Health Fund to reach 24,000 children and youth. 3. Reach 43,000 children and youth with substance misuse prevention programs and community led grant initiatives sponsored by the TUHF 4. Reach an estimated 400,000 adults through a public awareness campaign to promote the Low-Risk Alcohol Drinking Guidelines	**100% of approximately 815 Toronto publicly funded schools offered Public Health Nurse liaison services**
Assessment and Surveillance		1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Nutritious food basket measure and survey tool completed annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Nutritious food basket measure and survey tool completed annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Nutritious food basket measure and survey tool completed annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy	1. Conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Complete Nutritious Food Basket measure and survey tool annually (Spring/Summer). Assessment on the cost and accessibility of nutritious food used to inform annual program planning and policy	**Service Level Reviewed and Discontinued**
Partnership Funding	Student Nutrition Program	465 school communities (representing 685 student nutrition programs) received grant funding through the municipal subsidy administered by the two public school board foundations reaching 132,246 children and youth (105,624 children and 26,622 youth)	465 school communities (representing 685 student nutrition programs) received grant funding through the municipal subsidy administered by the two public school board foundations reaching 132,246 children and youth (105,624 children and 26,622 youth)	465 school communities (representing 685 student nutrition programs) received grant funding through the municipal subsidy administered by the two public school board foundations reaching 132,246 children and youth (105,624 children and 26,622 youth)	Provide menu analysis, nutrition education and/or food skills/literacy training to 60% of municipally funded Student Nutrition Programs in the 2014/2015 school year.	**Service Level Reviewed and Discontinued**
Assessment and Surveillance		Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement	Conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement	**Service Level Reviewed and Discontinued**
Health Protection		Provided car seat safety training at licensed child care centres, libraries, children aid societies, reaching 2,048 people. Provided bike helmet use education sessions at schools, community centres, libraries, workplaces reaching 2,121 people. Worked with libraries to host parenting programs and youth programs focussed on substance misuse. Worked with 15 community partners to address substance misuse. Provided four education sessions at four post-secondary institutions, reaching 180 peer leaders	1. Provided car seat safety training at licensed child care centres, libraries, children aid societies, reaching 2000 people (projection). 2. Provided bike helmet use education sessions at schools, community centres, libraries, workplaces reaching 2269 people 3. Worked with libraries to host parenting programs and youth programs focussed on substance misuse	1. Provided car seat safety training at licensed child care centres, libraries, children aid societies, reaching 2000 people (projection) 2. Provided bike helmet use education sessions at schools, community centres, libraries, workplaces reaching 2269 people 3. Worked with libraries to host parenting programs and youth programs focussed on substance misuse	1. Provide injury prevention education (including wheel safety and concussion prevention) to 3500 elementary aged children 2. Provide education and training to 475 health care providers and caregiver on falls prevention from 85 agencies to build capacity in falls prevention for a potential reach of 135,000 older adults (aged 65+ years) (17% of agencies serving seniors in Toronto will send health care providers to be trained on Falls Prevention) 3. Educate 2,700 older adults through 75 falls prevention presentations / events	**Service Level Reviewed and Discontinued**
Partnership Funding	Drug Prevention Community Investment Program	Funded 36 community drug prevention projects	Funded 26 community drug prevention projects	Funded 26 community drug prevention projects	Funded 18 community drug prevention projects	**Service Level Reviewed and Discontinued**

The 2016 service levels have been revised with 5 service levels discontinued and the remaining 3 updated in plain language.

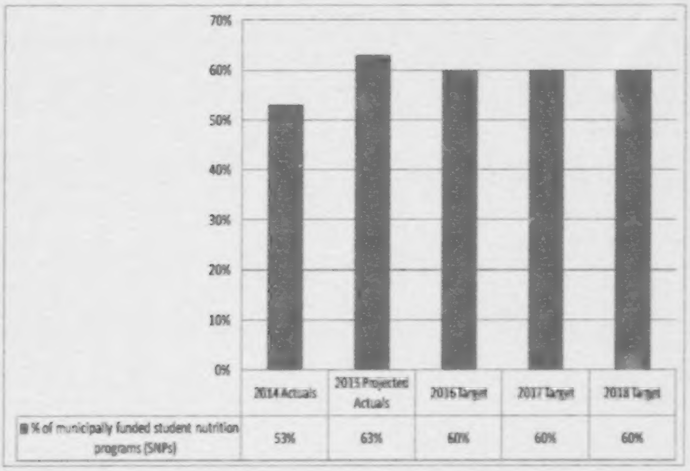
Service Performance

Output Measure – Percentage (%) of secondary schools in Toronto receiving CDIP services that build positive health behaviours (healthy eating, active living, tobacco use prevention, UVR/sun safety, and injury prevention).



- Schools are the ideal setting to reach youth with chronic disease and injury prevention initiatives.
- Given current resources, the target for overall secondary school services is 60%.
- The level of resourcing for this work is predicted to remain unchanged over the coming years.
- Youth are also reached in community settings, so targets need to reflect the balance between school and community for youth programming.

Efficiency Measure – Percentage (%) of municipally funded student nutrition programs (SNPs) receiving menu analysis, nutrition education, food skills/literacy training and referral to community support resources



- TPH strives to provide at least 60% of municipally funded SNPs with a TPH Registered Dietitian (RD) consultation to ensure supports are in place to meet nutritional standards.
- With enhanced funding for SNP in 2016, the number of municipally funded programs will increase from 717 in 2015 to over 750 in 2016.
- TPH focuses efforts on program start-ups and those that have had challenges in meeting nutrition standards in the past.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Chronic Diseases and Injuries	34,910.4	37,361.6	(18.2)	37,943.4	3,033.1	8.7%	580.9	**38,524.3**	3,614.0	10.4%	403.8	1.0%	727.4	1.9%
Total Gross Exp.	34,910.4	37,361.6	(18.2)	37,943.4	3,033.1	8.7%	580.9	**38,524.3**	3,614.0	10.4%	403.8	1.0%	727.4	1.8%
REVENUE														
Chronic Diseases and Injuries	25,338.2	27,144.7	13.1	27,457.8	2,119.6	8.4%	74.8	**27,532.6**	2,194.4	8.7%	(197.2)		261.3	1.0%
Total Revenues	25,338.2	27,144.7	13.1	27,457.8	2,[illegible]19.6	8.4%	74.8	**27,532.6**	2,194.4	8.7%	(197.2)		261.3	0.9%
NET EXP.														
Chronic Diseases and Injuries	9,572.2	10,516.9	(31.2)	10,485.6	913.4	9.5%	506.2	**10,991.8**	1,419.6	14.8%	601.0	5.5%	466.1	4.0%
Total Net Exp.	9,572.2	10,516.9	(31.2)	10,485.6	913.4	9.5%	506.2	**10,991.8**	1,419.6	14.8%	601.0	5.5%	466.1	3.9%
Approved Positions	249.8	252.5		252.5	2.7	1.1%		252.5	2.7	1.1%	(0.4)		1.3	0.5%

The ***Chronic Disease & Injuries Service*** promotes behaviours that reduce the risk of chronic disease and provides support to low income Torontonians to eat sufficient and nutritious food given income inadequacies. This service primarily:

- Delivers promotion and prevention campaigns and services focusing on Cancer Prevention and Early Detection, Nutrition Promotion, Physical Activity Promotion, Tobacco Use Prevention and Cessation, and Injury/Substance Misuse Prevention.

The 2016 Operating Budget for Chronic Diseases & Injuries of $38.524 million gross and $10.992 million net is $0.1.420 million or 14.8% over the 2015 Approved Net Budget.

Base budget pressures in Chronic Diseases & Injuries are primarily due to known salaries and benefit adjustments and a re-alignment of interdivisional charges between services to reflect the cost of program delivery by service with no net impact.

The 2016 Operating Budget for Chronic Disease & Injuries service includes new funding of $0.506 million net to fund the inflationary increase and enhanced services for the following:

- The cost share program, Toronto Urban Health Fund program of $0.052 million gross and $0.013 million net.
- The 100% City-funded Student Nutrition Program of $0.493 million gross and net.

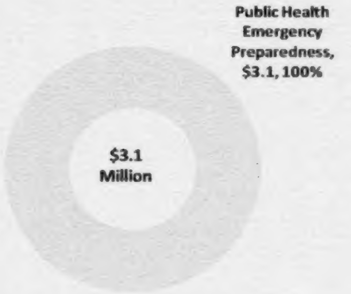
Public Health Emergency Preparedness

Public Health Emergency Preparedness

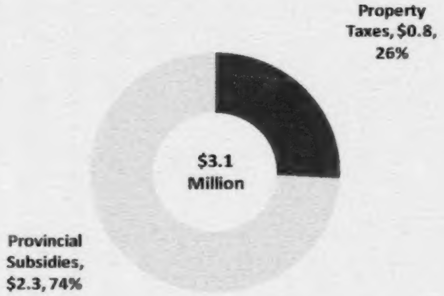
What We Do

- Aim to develop a culture of preparedness and ensure Toronto Public Heath is prepared for a public health emergency.
- Develop and maintain emergency response plans which include arrangements and processes to respond to and recover from a variety of public health emergencies such as an influenza pandemic or large scale infectious disease outbreak.
- Conduct exercises and training courses on emergency preparedness, response and recovery including the Incident Management System (IMS).

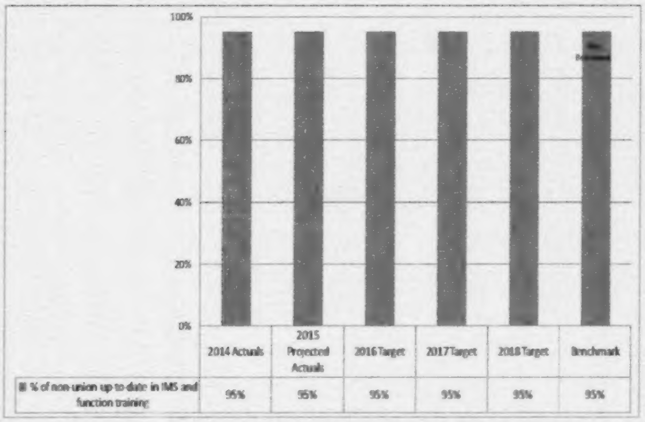
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Percentage (%) of non-union up-to-date in IMS and function training



	2014 Actuals	2015 Projected Actuals	2016 Target	2017 Target	2018 Target	Benchmark
▨ % of non-union up to date in IMS and function training	95%	95%	95%	95%	95%	95%

- The City of Toronto adopted the Incident Management System to organize and coordinate responses to emergencies across City Divisions.
- TPH assigns all non-union staff to a response function and provides one-day function-specific training for all.
- To maintain a state of preparedness, TPH strives to maintain a 95% completion rate at all times.

2016 Service Levels

Emergency Preparedness

		Service Levels				
Type	Sub-Type	2012	2013	2014	2015	2016
Assessment and Surveillance		Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement			1. Conduct systematic and routine analysis of surveillance information, including monitoring of trends over time, emerging trends, and priority populations 2. Conduct surveillance of community emergency planning & preparedness	**Service Level Reviewed and Discontinued**
Health Protection		1. COOP & ERP developed and periodically updated 2 24/7 protocols developed for staff and tested annually 3. Maintain up to date information on Toronto Public Health's public website and participated in joint public events (i.e., emergency preparedness week) 4. Provided specific training to 50 TPH staff that have been pre-assigned to different roles within the incident management system and continuity of operations 5.&6. The following are in place and tested and regularly updated: Hot Weather Response Plan, Nuclear Emergency Response Plan, Nuclear Liquid Emission Response Protocol, TPH continuity of Operations Plan, TPH Notification Plan Activation and Staff Mobilization, Emergency Communication, and TPH divisional Operations Centre Protocol. Plan and respond by	1. Maintain COOP & ERP 2. Maintain and test 24/7 protocols for staff 3. Maintain up to date information on Toronto Public Health's public website 4. Provide specific training to 50 TPH staff that have been pre-assigned to different roles within the Incident Management System and Continuity of Operations 5.&6. Maintain the following: TPH Emergency Plan, Pandemic Influenza Plan, Hot Weather Response Plan, Nuclear Emergency Response Plan, Nuclear Liquid Emission Response Protocol, TPH Continuity of Operations Plan, Emergency Communication, and TPH Divisional Operations Centre Protocol. Plan and respond by providing psycho social support (psychological first-aid) in an emergency as required	1. Maintain Continuity Plans & ERP 2. Maintain and test 24/7 protocols for staff 3. Maintain up to date information on Toronto Public Health's public website 4. Provide specific training to 50 TPH staff that have been pre-assigned to different roles within the Incident Management System and Business Continuity 5.&6. Maintain the following: TPH Emergency Plan, Pandemic Influenza Plan, Hot Weather Response Plan, Nuclear Emergency Response Plan, Nuclear Liquid Emission Response Protocol, TPH Continuity Plans, Emergency Communication, and TPH Divisional Operations Centre Protocol. Plan and respond by providing psycho social support (psychological first-aid) in an emergency as required	1. Maintain Business Continuity Plans and TPH Emergency Plan (ERP) 2. Maintain and test 24/7 protocols for TPH staff 3. Maintain up to date emergency preparedness information on TPH's public website 4. Maintain current training level at 90% of all TPH staff that have been pre-assigned to different Incident Management System and business continuity roles 5. Maintain and exercise the TPH Emergency Plan and its components. 6. Maintain the City of Toronto's Emergency Plan Psychosocial Support Operational Support Function	**Approximately 1,800 staff Fit Tested with respiratory masks every two years**

The 2016 service levels have been revised with one service level discontinued and the remaining one updated in plain language.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Emergency Preparedness	3,175.1	3,133.9	(3.1)	3,130.8	(44.3)	(1.4%)		**3,130.8**	(44.3)	(1.4%)	(9.7)	0.3%	30.8	1.0%
Total Gross Exp.	3,175.1	3,133.9	(3.1)	3,130.8	(44.3)	(1.4%)		**3,130.8**	(44.3)	(1.4%)	(9.7)	-0.3%	30.8	1.0%
REVENUE														
Emergency Preparedness	2,410.0	2,364.2	(2.3)	2,361.8	(48.2)	(2.0%)		**2,361.8**	(48.2)	(2.0%)	(11.8)		24.5	1.0%
Total Revenues	2,410.0	2,364.2	(2.3)	2,361.8	(48.2)	(2.0%)		**2,361.8**	(48.2)	(2.0%)	(11.8)		24.5	1.0%
NET EXP.														
Emergency Preparedness	765.1	769.8	(0.8)	769.0	3.9	0.5%		**769.0**	3.9	0.5%	2.1	0.3%	6.3	0.8%
Total Net Exp.	765.1	769.8	(0.8)	769.0	3.9	0.5%		**769.0**	3.9	0.5%	2.1	0.3%	6.3	0.8%
Approved Positions	26.0	24.4		24.4	(1.6)	(6.1%)		**24.4**	(1.6)	(6.1%)	0.7	2.8%	0.1	0.5%

The ***Emergency Preparedness Service*** aims to ensure TPH is prepared for a public health emergency as the successful resolution of an emergency depends on the readiness of an organization at the beginning of the crisis. This service primarily:

- Develops and maintains emergency response plans and conducts exercises and training courses on emergency preparedness.

The 2016 Operating Budget for Emergency Preparedness of $3.131 million gross and $0.769 million net is $0.006 million or 0.5% over the 2015 Approved Net Budget.

- In addition to base budget pressures common amongst all services, Emergency Preparedness is experiencing the impact of the decline in user fee revenues for non-food handler fees.

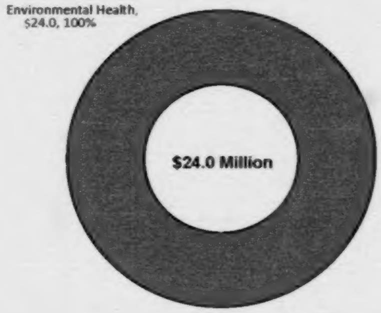
Environmental Health

Environmental Health

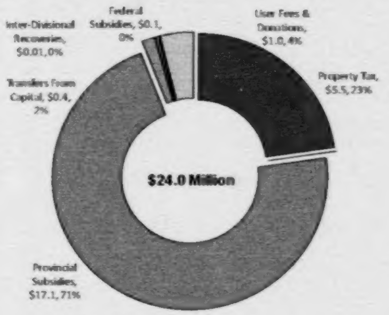
What We Do

- Promote safety of food and beverages in restaurants and processing plants including inspection of over 17,000 food premises in the City of Toronto to ensure compliance with provincial food safety standards.
- Provide education, training and certification on safe food preparation, handling and processing for food premise operators and food safety education for the general public.
- Monitor drinking water and recreational water quality (beaches, spas, pools) to ensure compliance with provincial standards, and notify stakeholders in the event of adverse water conditions.

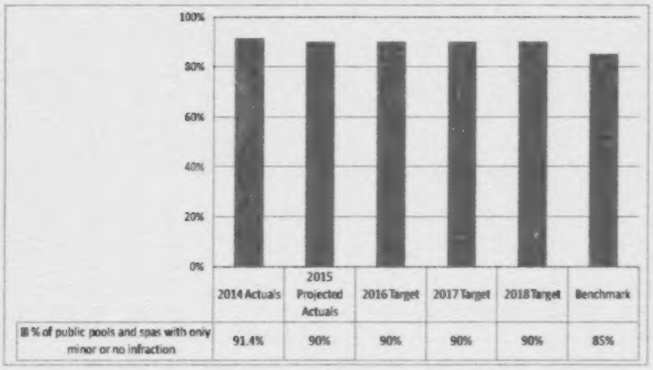
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Percentage (%) of public pools and spas with only minor or no infraction



- Waterborne illnesses can be spread through unsatisfactory recreational water facilities.
- There are some infractions that require immediate closure of these facilities.
- Others must be corrected within a given time frame.
- The goal is to ensure that no less than 85% of the public pools/spas inspections have no infractions or minor infractions only.
- The standard is to maintain compliance at 90%

2016 Service Levels

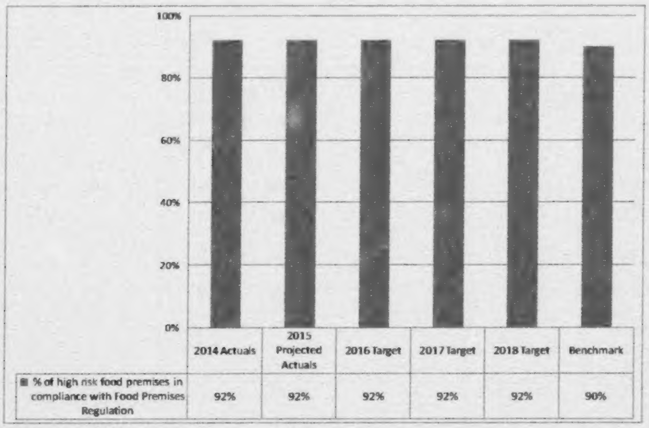
Environmental Health

		Service Levels					
Type	Sub-Type	2011	2012	2013	2014	2015	2016
Disease Prevention/Health Protection		1. System in place to receive and respond to adverse events. Up to 1,000 adverse drinking water events reported and investigated annually (378). 2. All 11 public beaches monitored daily (from June to September), with 61 beach water samples taken and assessed/analyzed daily and reported on the public web site. Completed approximately 3,500 recreational water facilities inspections. 3. Issued 143 Section 13 (HPPA) Closure Orders for swimming pools, spas, and wading pools as conditions were found to cause a health hazard.		1. System in place to receive and respond to adverse events. Up to 1,000 adverse drinking water events reported and investigated 2. All 11 public beaches monitored daily (from June to September), with 61 beach water samples taken and assessed/analyzed daily and reported on the public web site 3. Inspect all 138 (100%) Class A Indoor Pools 4 times (once every three months) 4. Issue Section 13 (HPPA) Closure Orders for swimming pools, spas, and wading pools where conditions are found to cause a health hazard 5. Maintain compliance rate at no less than 85%	1. System in place to receive and respond to adverse events. Up to 1,000 adverse drinking water events reported and investigated 2. All 11 public beaches monitored daily (from June to September), with 61 beach water samples taken and assessed/analyzed daily and reported on the public web site 3. Inspect all 138 (100%) Class A Indoor Pools 4 times (once every three months) 4. Issue Section 13 (HPPA) Closure Orders for swimming pools, spas, and wading pools where conditions are found to cause a health hazard 5. Maintain compliance rate at no less than 85%	1. receive, assess and respond to all (100%) reported adverse drinking water events (>350/year) 2. monitor, sample, assess, analyze and report on 11 (100%) public beaches daily (June to September) 3. inspect 202 (100%) indoor Class A Pools and outdoor Class A pools 2 times/year or at least once every three months while in operation and take appropriate enforcement action(s) 4. inspect 861 (100%) indoor Class B pools and outdoor Class B pools 2 times/year or at least once every three months while in operation 5. inspect 61 (100%) public indoor and outdoor wading pools, splash pads and non-regulated facilities 2 times/year and at least once every 3 months while in operation 6. maintain 24/7 availability to receive and respond appropriately to safe water issues including adverse drinking water events, water-borne illness(es)/outbreak(s), weather events, power outage and recreational water	**Aprpoximately1,000 pools inspected annually**
Disease Prevention/Health Protection		1. Report in accordance with HPPA and regulations and respond to suspected cases within 24 hours (189). 2. Inspected all 17,243 food premises including: 5,670 high risk food premises, 7,254 moderate risk food premises and 4,319 low risk premises in 2010. Food premise inspections and re-inspections undertaken totaled 31,066 (including catered and on-site prepared food at the 876 licensed child care facilities); all 32 farmers markets were inspected; and inspected and/or reinspected 1,385 vendors at 590 special events. 899 charges to be laid, and 40 food premises to be closed through the issuance of orders under Section 13 of the HPPA.		1. Report in accordance with HPPA and regulations and respond to reports of suspected cases within 24 hours 2. Inspected all 17,000 (approximately) food premises 3. conduct 16626 inspections of the 5542 High Risk premises (each inspected once every four months) 4. Manatain compliance rate at no less than 90% 5. Conduct 15,800 risk Assessments.	1. Report in accordance with HPPA and regulations and respond to reports of suspected cases within 24 hours 2. Inspected all 17,617 (approximately) food premises 3. Conduct 16,626 inspections of the 5,542 High Risk premises (each inspected once every four months) 4. Manatain compliance rate at no less than 90% 5. Conduct 15,800 Risk Assessments.	1. report in accordance with HPPA and regulations and respond to reports of suspected food-borne illness within 24 hours 2. inspect 100% (approx 17,617) food premises 3. conduct 16,626 (100%) inspections of 5,542 High Risk premises (each inspected once every four months) 4. conduct 15,800 (95%) food premise risk assessments	**Approximately17,000 food premises inspected annually**
Disease Prevention/Health Protection		1. Declared and issued 11 extreme heat alerts and 5 heat alerts, and conducted over 667 community visits during extreme heat alerts, investigated six critical incidents. 2. Not complying with annual inspections of arenas, schools, lodging homes, boarding homes and retirement homes. 3. Developed policies, procedures and control measures specific to the health hazard (i.e., mold contamination of indoor environment, asbestos, indoor air quality issues, solvent migration in indoor air, responding to indoor air complaints, chemical spills and vector-borne diseases). 4. 426,564 mosquitoes' catch basins treated, 37 open water sites were assessed 206 times, resulting 227 treatments; and tested 1,988 batches mosquitoes for West Nile. 5. Community alert systems in place as appropriate (i.e., heat alert).		1. Respond to 5600 complaints alleging a health hazard within 24 hours or by the next business day 2. Inspect 407 (100%) High Risk Rooming/Boarding Houses during an extended Extreme Heat event 3. Respond to 100% of Critical Incidents from EMS within 24 hours. 4. Respond to 695 (100%) After hours calls through On Call system	1. Respond to 5500 complaints alleging a health hazard within 24 hours or by the next business day 2. Inspect 407 (100%) High Risk Rooming/Boarding Houses during an extended Extreme Heat event 3. Respond to 100% of Critical Incidents from EMS within 24 hours. 4. Respond to 695 (100%) After hours calls through On Call system.	1. maintain 24/7 availability to receive, respond and manage alleged health hazards reports within 24 hours or by the next business day including 11 heat critical events, >1300 bed bug and extreme cleanouts, > 2750 mould/indoor air quality concerns, >210 FOI requests regarding historical land use and environmental contamination, manage of 6 long term environmental issues and conduct 6 disease cluster investigations 2. implement a local vector-borne management strategy including weekly monitoring, testing and reporting of 43 mosquito traps in the City (June 2-September 23) for mosquito speciation and WNV virus infection, larvaciding 120,000 catch basins and 29 open bodied surface waters, investigating and taking appropriate action on >100 stagnant water complaints, conduct tick dragging activities for active Lyme disease cases 3. maintain systems to support timely and comprehensive communication with relevant health care and other community partners about health hazard risks including heat alerts and extreme heat alerts (May 15-Septemeber 30th), smog alerts, incidence of West Nile Virus activity	**Approximately350,500 mosquitoes catch basins treated with larvacide**
Assessment and Surveillance		1. Receive up to 1,000 adverse water reports from Toronto Water annually; assesses, respond and provide appropriate direction as required. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.		1. Receive up to 1,000 adverse water reports from Toronto Water annually; assesses, respond and provide appropriate direction as required 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Receive up to 1,000 adverse water reports from Toronto Water annually; assesses, respond and provide appropriate direction as required 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement	1. conduct systematic and routine assessment, surveillance, monitoring and reporting of Toronto's drinking water system and drinking water illnesses and their associated risk factors to respond and provide appropriate direction as required 2. monitor 11 (100%) public beaches and any reported water illnesses of public health importance, their associated risk factors, and emerging trends to respond and provide appropriate direction 3. conduct systematic and routine assessment, surveillance, monitoring and reporting of 1678 (100%) public recreational water facilities and take appropriate action 4.conduct systematic and routine analysis of surveillance data to inform program and policy development and service adjustment(s)	**Service Level Reviewed and Discontinued**
Health Promotion and Policy Development		1. Maintain and update Toronto's public website on Toronto's beach water conditions (includes notices of beach closures, locations and swimming conditions). 2. Revised Pool and SPA Operator informations.		1. Maintain and update Toronto's public website on Toronto's beach water conditions (includes notices of beach closures, locations and swimming conditions) 2. Revise Pool and SPA Operator informations. 3. Implement a process for disclosing inspection results for swimming pools and spas.	1. Maintain and update Toronto's public website on Toronto's beach water conditions (includes notices of beach closures, locations and swimming conditions). 2. Revise Pool and SPA Operator informations. 3. Implement a process for disclosing inspection results for swimming pools and spas.	1. maintain up-to-date public website on Toronto's beach water conditions and disclose public swimming pool and spa inspection results 2. provide information packages to pool and spa operators 3. respond to information requests on lead corrosion in Toronto's drinking water system, and private drinking water systems	**Service Level Reviewed and Discontinued**
Assessment and Surveillance		1. Report in accordance with HPPA and regulations and respond to suspected cases within 24 hours. 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.		1. Report in accordance with HPPA and regulations and respond to suspected cases within 24 hours 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Report in accordance with HPPA and regulations and respond to suspected cases within 24 hours 2. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Conduct epidemiological analysis of surveillance data, including monitoring of trends over time, emerging trends, and priority populations 2. Conduct surveillance of community environmental health status	**Service Level Reviewed and Discontinued**
Health Promotion and Policy Development		1. 7,414 food handlers trained, 7,145 food handlers certified, and 286 food handler training sessions conducted. 2. Conducted about 20 public education campaigns (trade shows, events, special education sessions, etc.).		1. Offer food safety training and certification to 9,000 food handlers working in licensed food premises 2. Conduct major Home Food Safety Health Promotion campaign aimed at 2.6 million Toronto residents.	1. Offer food safety training and certification to 9,000 food handlers working in licensed food premises. 2. Conduct major Home Food Safety Health Promotion campaign aimed at 2.6 million Toronto residents	1. Offer food safety training and certification to 9,000 food handlers working in licensed food premises 2. Conduct major Home Food Safety Health Promotion campaign aimed at 2.6 million Toronto residents"	**Service Level Reviewed and Discontinued**
Assessment and Surveillance		Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.				1. conduct epidemiological analysis of surveillance data, including monitoring of trends over time, emerging trends, and priority populations 2. conduct surveillance of community environmental health status	**Service Level Reviewed and Discontinued**
Health Promotion and Policy Development		1.82 Developed and distributed 790 pre-season education packages to landlords of rooming house/boarding homes/Toronto Community Housing/senior sectors.	1.82 Developed and distributed 790 pre-season education packages to landlords of rooming house/boarding homes/Toronto Community Housing/senior sectors.	1 Provide Hot Weather Protection Packages to 675 (100%) Rooming and Houses and other facilities	1 Provide Hot Weather Protection Packages to 675 (100%) Rooming and Houses and other facilities	1. provide information to increase public awareness of health hazard risk factors including indoor (legionella) and outdoor (smog) air quality, extreme weather (flooding), climate change (hot weather), radiation exposure (radon, tanning beds) 2. provide hot weather protection packages to 720 (100% of high risk) landlords of rooming/boarding houses/retirement homes/nursing homes 3. inspect and assess facilities where there is an elevated risk of illness associated with exposures that are known or suspected to be associated with health including 289 high risk rooming/boarding houses during an extended Extreme Heat event and monitor 1636 industrial/commercial sites for identified hazardous priority chemicals and their use and release	**Service Level Reviewed and Discontinued**

The 2016 service levels have been revised with 6 service levels discontinued and the remaining 3 service levels have been updated in plain language.

Service Performance

Output Measure – Percentage (%) of high risk food premises in compliance with Food Premises Regulation



- The goal of the Food Safety program is to reduce the incidence of food-borne illness by activities including preventing the sale or distribution of food unfit for human consumption.
- Food establishments are required to be in compliance with the food premises regulations and other related legislation.
- The Province of Ontario designates three risk categories: 'High', 'Moderate', and 'Low". Health Units are mandated to inspect 'High-risk' premises three times per year (once every 4 months) as they are more likely to contribute to food-borne illness.
- Compliance rates within high risk establishments are measured and tracked to determine the need for any additional food safety strategy.
- The standard is to maintain compliance at 90%.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Environmental Health	24,009.8	24,006.5	(38.3)	23,968.2	(41.6)	(0.2%)		**23,968.2**	(41.6)	(0.2%)	(194.2)	(0.8%)	206.6	0.9%
Total Gross Exp.	24,009.8	24,006.5	(38.3)	23,968.2	(41.6)	(0.2%)		**23,968.2**	(41.6)	(0.2%)	(194.2)	(0.8%)	206.6	0.9%
REVENUE														
Environmental Health	18,593.2	18,549.0	(22.1)	18,527.0	(66.2)	(0.4%)		**18,527.0**	(66.2)	(0.4%)	(193.3)	(1.0%)	176.3	1.0%
Total Revenues	18,593.2	18,549.0	(22.1)	18,527.0	(66.2)	(0.4%)		**18,527.0**	(66.2)	(0.4%)	(193.3)	(1.0%)	176.3	1.0%
NET EXP.														
Environmental Health	5,416.6	5,457.5	(16.3)	5,441.2	24.6	0.5%		**5,441.2**	24.6	0.5%	(0.9)	(0.0%)	30.3	0.6%
Total Net Exp.	5,416.6	5,457.5	(16.3)	5,441.2	24.6	0.5%		**5,441.2**	24.6	0.5%	(0.9)	(0.0%)	30.3	0.6%
Approved Positions	197.6	197.3		197.3	(0.3)	(0.1%)		**197.3**	(0.3)	(0.1%)	(1.9)	(1.0%)	0.3	0.1%

Environmental Health promotes safety of food and beverages in restaurants and processing plants as well as monitors drinking water and recreational water compliance. This service primarily:

- ➢ Inspects food premises and provides education, training and certification to food premises operators and the general public; and
- ➢ Notifies stakeholders in the event of adverse water quality conditions.

The 2016 Operating Budget for Environmental Health of $23.968 million gross and $5.441 million net is $0.025 million or 0.5% over the 2015 Approved Net Budget.

- ▪ In addition to pressures common amongst all services that include salary and benefit adjustments, Environmental Health includes a reduction in revenues from user fees resulting from a volume decrease for non-food handler fees such as Mobile Premises, Marijuana Grow Houses and Lodging Home Licenses.

Family Health

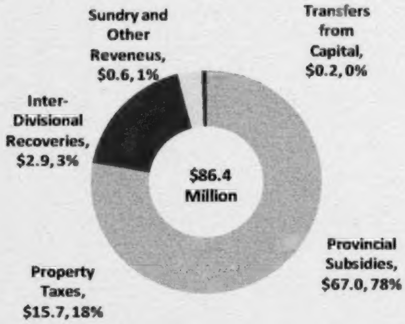
Family Health

What We Do

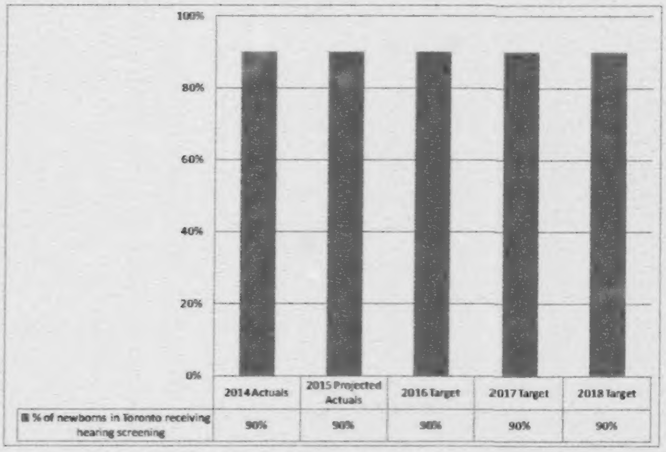
- Promote and support healthy behaviours and environments for people in their childbearing years, pregnant women, their partners and their youth by providing education and outreach on reproductive health.
- Focus on enhancing birth outcomes, promoting readiness to parent, supporting positive and effective parenting especially in high-risk families, and enhancing the cognitive, communicative and development of all children.
- Support proper oral health by providing screening, preventive and basic dental treatment through specific dental and oral health programs.

2016 Service Budget by Activity ($Ms)

Service by Funding Source ($Ms)



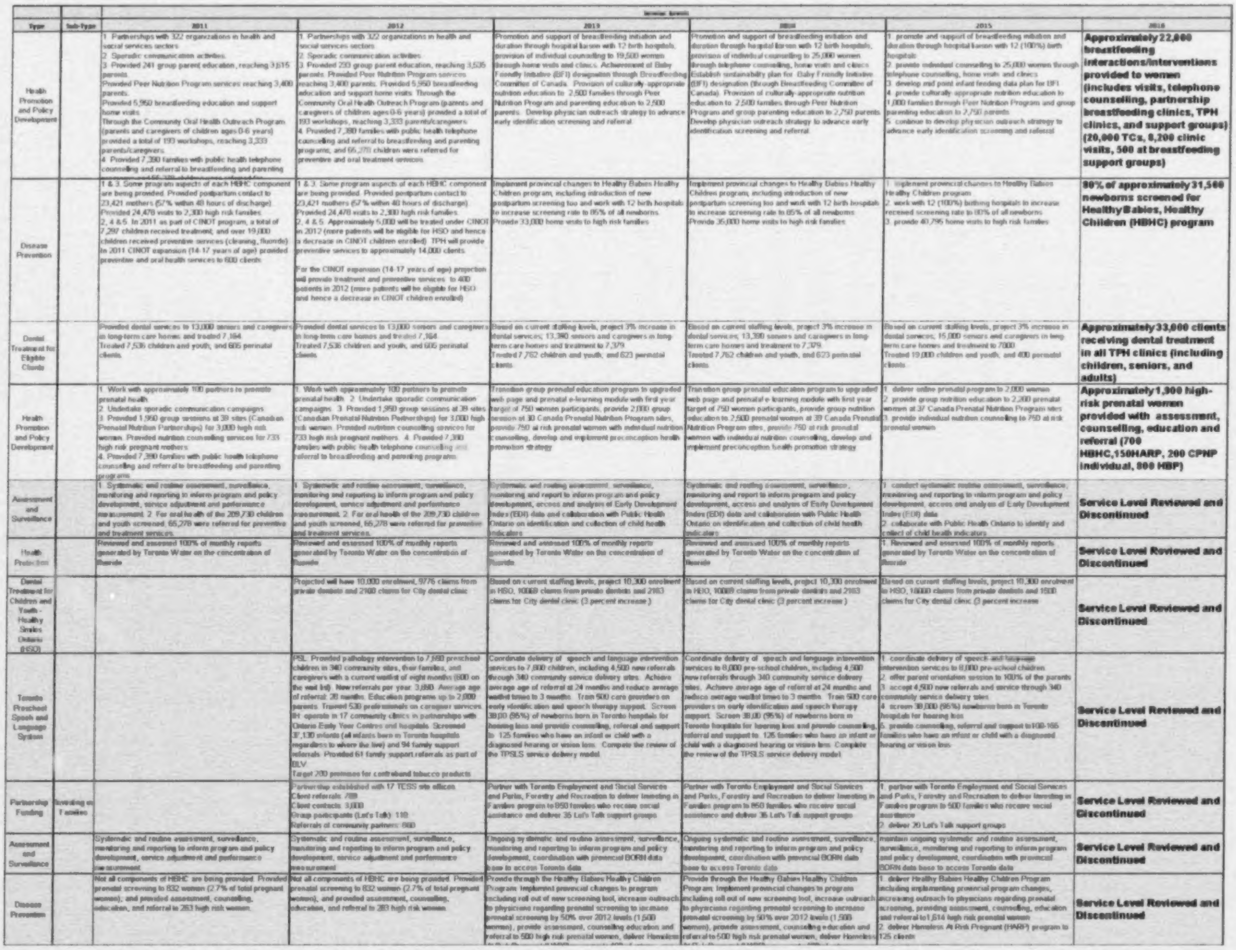
Percentage (%) of newborns in Toronto receiving hearing screening



- The Ministry of Children and Youth Services universal screening program requires hospital-based infant hearing screening of all infants born in Toronto hospitals (approx. 42,000 per year).
- The ability to achieve 100% screening coverage is limited by early hospital discharge and parent consent. A 90% screening rate is considered high by Provincial standards.
- The goal over time is to maintain 90% screening rate despite gradually reducing resources related to flat-lined funding since 2007.

2016 Service Levels

Family Health

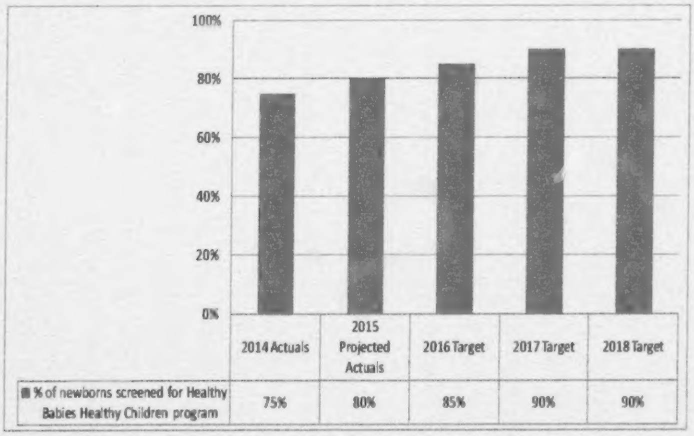


		Service Levels					
Type	Sub-Type	2011	2012	2013	2014	2015	2016
Health Promotion and Policy Development		1. Partnerships with 322 organizations in health and social services sectors 2. Sporadic communication activities. 3. Provided 241 group parent education, reaching 3,615 parents. Provided Peer Nutrition Program services reaching 3,400 parents. Provided 5,950 breastfeeding education and support home visits. Through the Community Oral Health Outreach Program (parents and caregivers of children ages 0-6 years) provided a total of 193 workshops, reaching 3,333 parents/caregivers. 4. Provided 7,390 families with public health telephone counselling and referral to breastfeeding and parenting	1. Partnerships with 322 organizations in health and social services sectors. 2. Sporadic communication activities. 3. Provided 233 group parent education, reaching 3,536 parents. Provided Peer Nutrition Program services reaching 3,400 parents. Provided 5,950 breastfeeding education and support home visits. Through the Community Oral Health Outreach Program (parents and caregivers of children ages 0-6 years) provided a total of 193 workshops, reaching 3,333 parents/caregivers. 4. Provided 7,390 families with public health telephone counselling and referral to breastfeeding and parenting programs; and 66,278 children were referred for preventive and oral treatment services.	Promotion and support of breastfeeding initiation and duration through hospital liaison with 12 birth hospitals, provision of individual counselling to 19,500 women through home visits and clinics. Achievement of Baby Friendly Initiative (BFI) designation through Breastfeeding Committee of Canada. Provision of culturally-appropriate nutrition education to 2,500 families through Peer Nutrition Program and parenting education to 2,500 parents. Develop physician outreach strategy to advance early identification screening and referral.	Promotion and support of breastfeeding initiation and duration through hospital liaison with 12 birth hospitals, provision of individual counselling to 25,000 women through telephone counselling, home visits and clinics. Establish sustainability plan for Baby Friendly Initiative (BFI) designation (through Breastfeeding Committee of Canada). Provision of culturally-appropriate nutrition education to 2,500 families through Peer Nutrition Program and group parenting education to 2,750 parents. Develop physician outreach strategy to advance early identification screening and referral.	1. promote and support of breastfeeding initiation and duration through hospital liaison with 12 (100%) birth hospitals 2. provide individual counselling to 25,000 women through telephone counselling, home visits and clinics 3. develop mid point infant feeding data plan for BFI 4. provide culturally appropriate nutrition education to 1,000 families through Peer Nutrition Program and group parenting education to 2,750 parents 5. continue to develop physician outreach strategy to advance early identification screening and referral	**Approximately 22,000 breastfeeding interactions/interventions provided to women (includes visits, telephone counselling, partnership breastfeeding clinics, TPH clinics, and support groups) (20,000 TCs, 8,200 clinic visits, 500 at breastfeeding support groups)**
Disease Prevention		1 & 3. Some program aspects of each HBHC component are being provided. Provided postpartum contact to 23,421 mothers (57% within 48 hours of discharge). Provided 24,478 visits to 2,300 high risk families. 2, 4 & 5. In 2011 as part of CINOT program, a total of 7,297 children received treatment; and over 19,000 children received preventive services (cleaning, fluoride). In 2011 CINOT expansion (14-17 years of age) provided preventive and oral health services to 600 clients.	1 & 3. Some program aspects of each HBHC component are being provided. Provided postpartum contact to 23,421 mothers (57% within 48 hours of discharge). Provided 24,478 visits to 2,300 high risk families. 2, 4 & 5. Approximately 5,000 will be treated under CINOT in 2012 (more patients will be eligible for HSO and hence a decrease in CINOT children enrolled). TPH will provide preventive services to approximately 14,000 clients. For the CINOT expansion (14-17 years of age) projection will provide treatment and preventive services to 400 patients in 2012 (more patients will be eligible for HSO and hence a decrease in CINOT children enrolled)	Implement provincial changes to Healthy Babies Healthy Children program, including introduction of new postpartum screening too and work with 12 birth hospitals to increase screening rate to 85% of all newborns. Provide 33,000 home visits to high risk families.	Implement provincial changes to Healthy Babies Healthy Children program, including introduction of new postpartum screening too and work with 12 birth hospitals to increase screening rate to 85% of all newborns. Provide 35,000 home visits to high risk families.	1. implement provincial changes to Healthy Babies Healthy Children program 2. work with 12 (100%) birthing hospitals to increase received screening rate to 80% of all newborns 3. provide 40,795 home visits to high risk families	**80% of approximately 31,500 newborns screened for Healthy Babies, Healthy Children (HBHC) program**
Dental Treatment for Eligible Clients		Provided dental services to 13,000 seniors and caregivers in long-term care homes and treated 7,164. Treated 7,536 children and youth; and 605 perinatal clients.	Provided dental services to 13,000 seniors and caregivers in long-term care homes and treated 7,164. Treated 7,536 children and youth; and 605 perinatal clients.	Based on current staffing levels, project 3% increase in dental services; 13,390 seniors and caregivers in long-term care homes and treatment to 7,379. Treated 7,762 children and youth, and 623 perinatal clients.	Based on current staffing levels, project 3% increase in dental services; 13,390 seniors and caregivers in long-term care homes and treatment to 7,379. Treated 7,762 children and youth, and 623 perinatal clients.	Based on current staffing levels, project 3% increase in dental services; 15,000 seniors and caregivers in long-term care homes and treatment to 7800 Treated 19,000 children and youth, and 400 perinatal clients	**Approximately 33,000 clients receiving dental treatment in all TPH clinics (including children, seniors, and adults)**
Health Promotion and Policy Development		1. Work with approximately 100 partners to promote prenatal health. 2. Undertake sporadic communication campaigns. 3. Provided 1,950 group sessions at 39 sites (Canadian Prenatal Nutrition Partnerships) for 3,000 high risk women. Provided nutrition counselling services for 733 high risk pregnant mothers. 4. Provided 7,390 families with public health telephone counselling and referral to breastfeeding and parenting programs.	1. Work with approximately 100 partners to promote prenatal health. 2. Undertake sporadic communication campaigns. 3. Provided 1,950 group sessions at 39 sites (Canadian Prenatal Nutrition Partnerships) for 3,000 high risk women. Provided nutrition counselling services for 733 high risk pregnant mothers. 4. Provided 7,390 families with public health telephone counselling and referral to breastfeeding and parenting programs.	Transition group prenatal education program to upgraded web page and prenatal e-learning module with first year target of 750 women participants, provide 2,000 group session at 30 Canada Prenatal Nutrition Program sites, provide 750 at risk prenatal women with individual nutrition counselling, develop and implement preconception health promotion strategy.	Transition group prenatal education program to upgraded web page and prenatal e-learning module with first year target of 750 women participants, provide group nutrition education to 2,500 prenatal women at 39 Canada Prenatal Nutrition Program sites, provide 750 at risk prenatal women with individual nutrition counselling, develop and implement preconception health promotion strategy.	1. deliver online prenatal program to 2,000 women 2. provide group nutrition education to 2,200 prenatal women at 37 Canada Prenatal Nutrition Program sites 3. provide individual nutrition counselling to 750 at risk prenatal women	**Approximately 1,900 high-risk prenatal women provided with assessment, counselling, education and referral (700 HBHC,150HARP, 200 CPNP individual, 800 HBP)**
Assessment and Surveillance		1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. For oral health of the 209,730 children and youth screened, 65,278 were referred for preventive and treatment services.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. For oral health of the 209,730 children and youth screened, 65,278 were referred for preventive and treatment services.	Systematic and routing assessment, surveillance, monitoring and report to inform program and policy development, access and analysis of Early Development Index (EDI) data and collaboration with Public Health Ontario on identification and collection of child health indicators	Systematic and routing assessment, surveillance, monitoring and report to inform program and policy development, access and analysis of Early Development Index (EDI) data and collaboration with Public Health Ontario on identification and collection of child health indicators	1. conduct systematic routine assessment, surveillance, monitoring and reporting to inform program and policy development, access and analysis of Early Development Index (EDI) data 2. collaborate with Public Health Ontario to identify and collect of child health indicators	**Service Level Reviewed and Discontinued**
Health Protection		Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride	Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride	Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride	Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride	1. Reviewed and assessed 100% of monthly reports generated by Toronto Water on the concentration of fluoride	**Service Level Reviewed and Discontinued**
Dental Treatment for Children and Youth - Healthy Smiles Ontario (HSO)			Projected will have 10,000 enrolment, 9776 claims from private dentists and 2100 claims for City dental clinic	Based on current staffing levels, project 10,300 enrolment in HSO, 10068 claims from private dentists and 2163 claims for City dental clinic (3 percent increase)	Based on current staffing levels, project 10,300 enrolment in HSO, 10069 claims from private dentists and 2163 claims for City dental clinic (3 percent increase)	Based on current staffing levels, project 10,300 enrolment in HSO, 10000 claims from private dentists and 1500 claims for City dental clinic (3 percent increase	**Service Level Reviewed and Discontinued**
Toronto Preschool Speech and Language System			PSL: Provided pathology intervention to 7,680 preschool children in 340 community sites, their families, and caregivers with a current waitlist of eight months (600 on the wait list). New referrals per year: 3,890. Average age of referral: 28 months. Education programs up to 2,000 parents. Trained 530 professionals on caregiver services. IH: operate in 17 community clinics in partnerships with Ontario Early Year Centres and hospitals. Screened 37,130 infants (all infants born in Toronto hospitals regardless to where the live) and 94 family support referrals. Provided 61 family support referrals as part of BLV. Target 200 premises for contraband tobacco products	Coordinate delivery of speech and language intervention services to 7,800 children, including 4,500 new referrals through 340 community service delivery sites. Achieve average age of referral at 24 months and reduce average waitlist times to 3 months. Train 500 care providers on early identification and speech therapy support. Screen 38,100 (95%) of newborns born in Toronto hospitals for hearing loss and provide counselling, referral and support to 125 families who have an infant or child with a diagnosed hearing or vision loss. Compete the review of the TPSLS service delivery model.	Coordinate delivery of speech and language intervention services to 8,000 pre-school children, including 4,500 new referrals through 340 community service delivery sites. Achieve average age of referral at 24 months and reduce average waitlist times to 3 months. Train 500 care providers on early identification and speech therapy support. Screen 38,100 (95%) of newborns born in Toronto hospitals for hearing loss and provide counselling, referral and support to 125 families who have an infant or child with a diagnosed hearing or vision loss. Complete the review of the TPSLS service delivery model.	1. coordinate delivery of speech and language intervention services to 8,000 pre-school children 2. offer parent orientation session to 100% of the parents 3. accept 4,500 new referrals and service through 340 community service delivery sites 4. screen 38,000 (95%) newborns born in Toronto hospitals for hearing loss 5. provide counselling, referral and support to100-165 families who have an infant or child with a diagnosed hearing or vision loss	**Service Level Reviewed and Discontinued**
Partnership Funding	Investing in Families		Partnership established with 17 TESS site offices Client referrals: 789 Client contacts: 3,000 Group participants (Let's Talk): 118 Referrals of community partners: 860	Partner with Toronto Employment and Social Services and Parks, Forestry and Recreation to deliver Investing in Families program to 850 families who receive social assistance and deliver 35 Let's Talk support groups	Partner with Toronto Employment and Social Services and Parks, Forestry and Recreation to deliver Investing in Families program to 850 families who receive social assistance and deliver 35 Let's Talk support groups	1. partner with Toronto Employment and Social Services and Parks, Forestry and Recreation to deliver Investing in Families program to 500 families who receive social assistance 2. deliver 20 Let's Talk support groups	**Service Level Reviewed and Discontinued**
Assessment and Surveillance		Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement	Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement	Ongoing systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, coordination with provincial BORN data base to access Toronto data	Ongoing systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, coordination with provincial BORN data base to access Toronto data	maintain ongoing systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, coordination with provincial BORN data base to access Toronto data	**Service Level Reviewed and Discontinued**
Disease Prevention		Not all components of HBHC are being provided. Provided prenatal screening to 832 women (2.7% of total pregnant women); and provided assessment, counselling, education, and referral to 283 high risk women.	Not all components of HBHC are being provided. Provided prenatal screening to 832 women (2.7% of total pregnant women); and provided assessment, counselling, education, and referral to 283 high risk women.	Provide through the Healthy Babies Healthy Children Program: Implement provincial changes to program including roll out of new screening tool, increase outreach to physicians regarding prenatal screening to increase prenatal screening by 50% over 2012 levels (1,500 women), provide assessment, counselling education and referral to 500 high risk prenatal women, deliver Homeless	Provide through the Healthy Babies Healthy Children Program: Implement provincial changes to program including roll out of new screening tool, increase outreach to physicians regarding prenatal screening to increase prenatal screening by 50% over 2012 levels (1,500 women), provide assessment, counselling education and referral to 500 high risk prenatal women, deliver Homeless	1. deliver Healthy Babies Healthy Children Program including implementing provincial program changes, increasing outreach to physicians regarding prenatal screening, providing assessment, counselling, education and referral to1,614 high risk prenatal women 2. deliver Homeless At Risk Pregnant (HARP) program to 125 clients	**Service Level Reviewed and Discontinued**

The 2016 service levels have been revised with 7 service levels discontinued and the remaining 4 service levels updated in plain language.

Service Performance

Output Measure – Percentage (%) of newborns screened for Healthy Babies Healthy Children program



- The Ministry of Children and Youth Services developed, tested and implemented a new universal hospital-administered postpartum screening tool in 2013. Screening rates are expected to increase slightly over the next 4 years as training and updating continues in Toronto's 13 birthing hospitals. The current level is on par with Provincial screening rate. Ability to achieve 100% will be limited due to parent consent issues.

Table 5

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Family Health	99,162.5	85,902.3	(14.8)	85,917.1	(13,245.4)	(13.4%)	529.2	**86,446.3**	(12,716.2)	(12.8%)	(1,113.0)	-1.3%	1,005.5	1.2%
Total Gross Exp.	99,162.5	85,902.3	(14.8)	85,917.1	(13,245.4)	(13.4%)	529.2	**86,446.3**	(12,716.2)	(12.8%)	(1,113.0)	-1.3%	1,005.5	1.2%
REVENUE														
Family Health	82,614.9	70,101.8	(9.1)	70,110.9	(12,504.0)	(15.1%)	36.0	**70,146.9**	(12,468.0)	(15.1%)	(1,712.6)		485.8	0.7%
Total Revenues	82,614.9	70,101.8	(9.1)	70,092.6	(12,504.0)	(15.1%)	36.0	**70,128.6**	(12,468.0)	(15.1%)	(1,712.6)		485.8	0.7%
NET EXP.														
Family Health	16,547.6	15,800.5	(5.7)	15,794.9	(752.7)	(4.5%)	493.2	**16,299.5**	(248.2)	(1.5%)	599.6	3.7%	519.7	3.1%
Total Net Exp.	16,547.6	15,800.5	(5.7)	15,794.9	(752.7)	(4.5%)	493.2	**16,299.5**	(248.2)	(1.5%)	599.6	3.7%	519.7	3.0%
Approved Positions	673.9	659.7		659.7	(14.2)	(2.1%)		**659.7**	(14.2)	(2.1%)	(3.0)	-0.5%	2.2	0.3%

Family Health promotes and supports healthy behaviours and environments for people in their childbearing years, pregnant women, their partners and their youth. The Service also supports proper oral health. This service primarily:

- Provides education and outreach on reproductive health from public health professionals; and
- Provides screening of school aged children, preventative dental services, basic dental treatment for low income children and seniors, administration of Children in Need of Treatment and Ontario Works, and dental services for seniors in collective living centres.

The 2016 Operating Budget for Family Health of $86.446 million gross and $16.300 million net is $0.278 million or 1.5% under the 2015 Approved Net Budget.

- In addition to pressures common amongst all services that include salary and benefit adjustments, Environmental Health includes a re-alignment of interdivisional charges between services with no net impact.

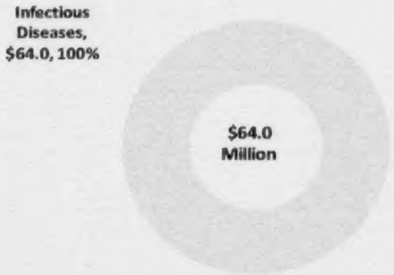
Infectious Diseases

Infectious Diseases

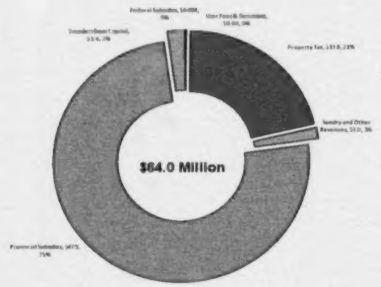
What We Do

- Provide services that reduce the occurrence and transmission of infectious diseases through public education, surveillance, case and contact management, immunization and outbreak response.

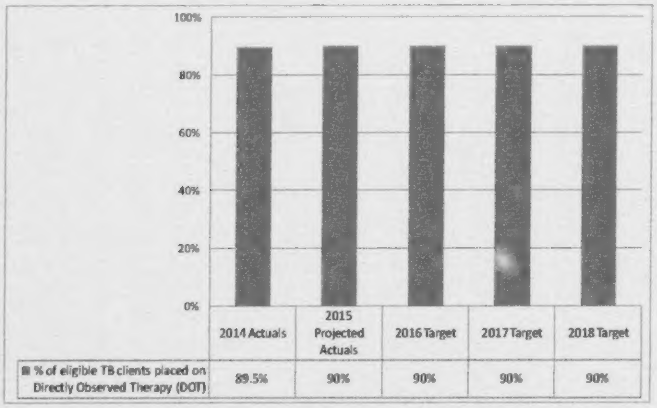
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



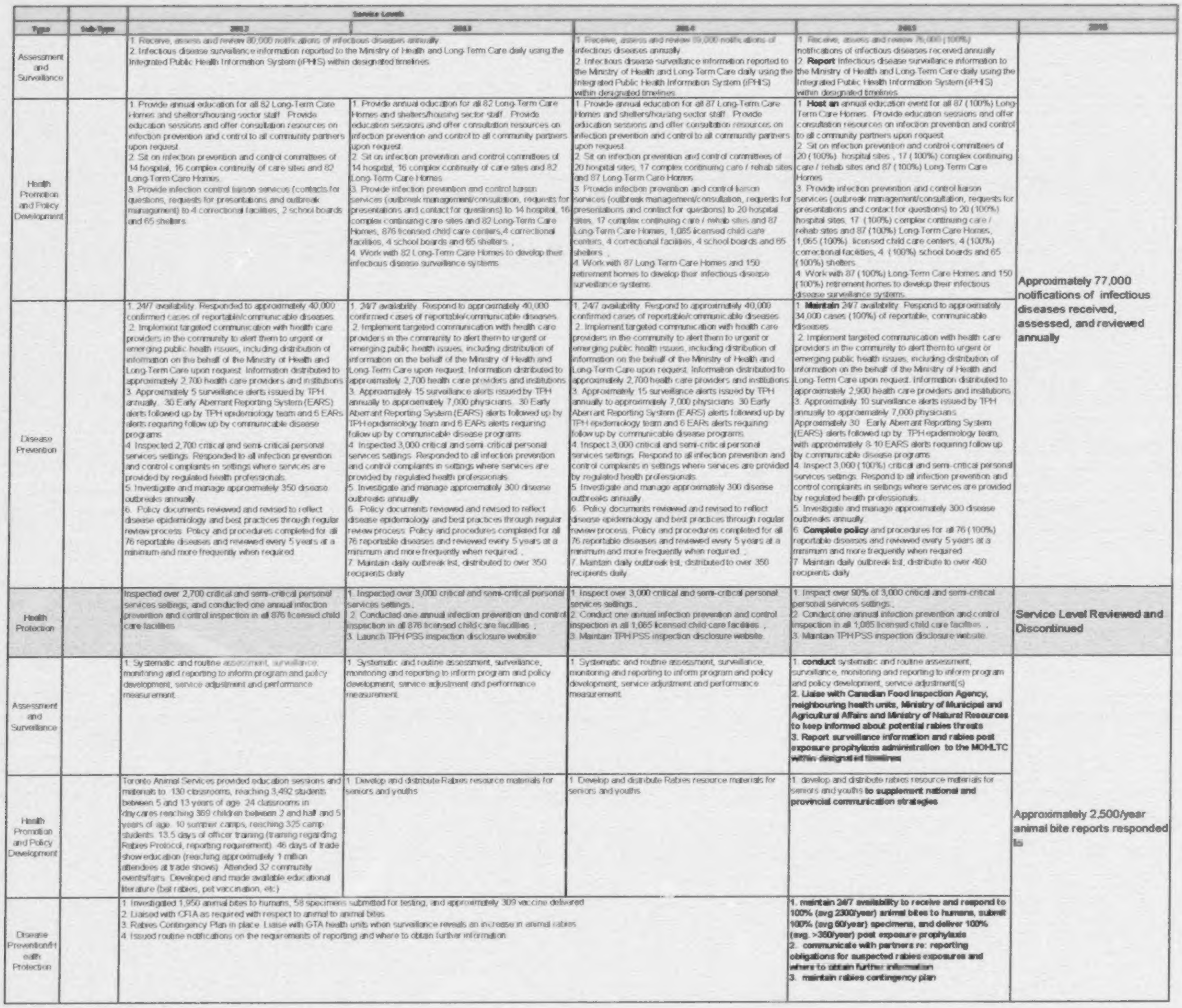
Percentage (%) of eligible TB clients who are placed on Directly Observed Treatment (DOT)



- The TB program strives to have 90 % of clients on DOT.
- During DOT, staff meet with clients 3-7 times per week utilizing both community and video DOT or a combination of both strategies based on client need and available staff resources.
- Ninety percent (90%) is a realistic target; although it is a best practice, DOT cannot be mandated legally.

2016 Service Levels

Infectious Diseases



		Service Levels				
Type	**Sub-Type**	**2012**	**2013**	**2014**	**2015**	**2016**
Assessment and Surveillance		1. Receive, assess and review 80,000 notifications of infectious diseases annually. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.		1. Receive, assess and review 79,000 notifications of infectious diseases annually. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	1. Receive, assess and review 76,000 (100%) notifications of infectious diseases received annually 2. **Report** Infectious disease surveillance information to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	**Approximately 77,000 notifications of infectious diseases received, assessed, and reviewed annually**
Health Promotion and Policy Development		1. Provide annual education for all 82 Long-Term Care Homes and shelters/housing sector staff. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. 2. Sit on infection prevention and control committees of 14 hospital, 16 complex continuity of care sites and 82 Long-Term Care Homes. 3. Provide infection control liaison services (contacts for questions, requests for presentations and outbreak management) to 4 correctional facilities, 2 school boards and 65 shelters.	1. Provide annual education for all 82 Long-Term Care Homes and shelters/housing sector staff. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. 2. Sit on infection prevention and control committees of 14 hospital, 16 complex continuity of care sites and 82 Long-Term Care Homes. 3. Provide infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for questions) to 14 hospital, 16 complex continuing care sites and 82 Long-Term Care Homes, 876 licensed child care centers,4 correctional facilities, 4 school boards and 65 shelters. , 4. Work with 82 Long-Term Care Homes to develop their infectious disease surveillance systems.	1. Provide annual education for all 87 Long-Term Care Homes and shelters/housing sector staff. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. 2. Sit on infection prevention and control committees of 20 hospital sites, 17 complex continuing care / rehab sites and 87 Long Term Care Homes. 3. Provide infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for questions) to 20 hospital sites, 17 complex continuing care / rehab sites and 87 Long Term Care Homes, 1,065 licensed child care centers, 4 correctional facilities, 4 school boards and 65 shelters. , 4. Work with 87 Long Term Care Homes and 150 retirement homes to develop their infectious disease surveillance systems.	1. **Host an** annual education event for all 87 (100%) Long-Term Care Homes. Provide education sessions and offer consultation resources on infection prevention and control to all community partners upon request. 2. Sit on infection prevention and control committees of 20 (100%) hospital sites , 17 (100%) complex continuing care / rehab sites and 87 (100%) Long Term Care Homes 3. Provide infection prevention and control liaison services (outbreak management/consultation, requests for presentations and contact for questions) to 20 (100%) hospital sites, 17 (100%) complex continuing care / rehab sites and 87 (100%) Long Term Care Homes, 1,065 (100%) licensed child care centers, 4 (100%) correctional facilities, 4 (100%) school boards and 65 (100%) shelters. 4. Work with 87 (100%) Long-Term Care Homes and 150 (100%) retirement homes to develop their infectious disease surveillance systems.	
Disease Prevention		1. 24/7 availability. Responded to approximately 40,000 confirmed cases of reportable/communicable diseases. 2. Implement targeted communication with health care providers in the community to alert them to urgent or emerging public health issues, including distribution of information on the behalf of the Ministry of Health and Long-Term Care upon request. Information distributed to approximately 2,700 health care providers and institutions. 3. Approximately 5 surveillance alerts issued by TPH annually. 30 Early Aberrant Reporting System (EARS) alerts followed up by TPH epidemiology team and 6 EARs alerts requiring follow up by communicable disease programs. 4. Inspected 2,700 critical and semi-critical personal services settings. Responded to all infection prevention and control complaints in settings where services are provided by regulated health professionals. 5. Investigate and manage approximately 350 disease outbreaks annually. 6. Policy documents reviewed and revised to reflect disease epidemiology and best practices through regular review process. Policy and procedures completed for all 76 reportable diseases and reviewed every 5 years at a minimum and more frequently when required.	1. 24/7 availability. Respond to approximately 40,000 confirmed cases of reportable/communicable diseases. 2. Implement targeted communication with health care providers in the community to alert them to urgent or emerging public health issues, including distribution of information on the behalf of the Ministry of Health and Long-Term Care upon request. Information distributed to approximately 2,700 health care providers and institutions. 3. Approximately 15 surveillance alerts issued by TPH annually to approximately 7,000 physicians. 30 Early Aberrant Reporting System (EARS) alerts followed up by TPH epidemiology team and 6 EARs alerts requiring follow up by communicable disease programs. 4. Inspected 3,000 critical and semi-critical personal services settings. Responded to all infection prevention and control complaints in settings where services are provided by regulated health professionals. 5. Investigate and manage approximately 300 disease outbreaks annually. 6. Policy documents reviewed and revised to reflect disease epidemiology and best practices through regular review process. Policy and procedures completed for all 76 reportable diseases and reviewed every 5 years at a minimum and more frequently when required. , 7. Maintain daily outbreak list, distributed to over 350 recipients daily.	1. 24/7 availability. Respond to approximately 40,000 confirmed cases of reportable/communicable diseases. 2. Implement targeted communication with health care providers in the community to alert them to urgent or emerging public health issues, including distribution of information on the behalf of the Ministry of Health and Long-Term Care upon request. Information distributed to approximately 2,700 health care providers and institutions. 3. Approximately 15 surveillance alerts issued by TPH annually to approximately 7,000 physicians. 30 Early Aberrant Reporting System (EARS) alerts followed up by TPH epidemiology team and 6 EARs alerts requiring follow up by communicable disease programs. 4. Inspect 3,000 critical and semi-critical personal services settings. Respond to all infection prevention and control complaints in settings where services are provided by regulated health professionals. 5. Investigate and manage approximately 300 disease outbreaks annually. 6. Policy documents reviewed and revised to reflect disease epidemiology and best practices through regular review process. Policy and procedures completed for all 76 reportable diseases and reviewed every 5 years at a minimum and more frequently when required. , 7. Maintain daily outbreak list, distributed to over 350 recipients daily.	1. **Maintain** 24/7 availability. Respond to approximately 34,000 cases (100%) of reportable, communicable diseases. 2. Implement targeted communication with health care providers in the community to alert them to urgent or emerging public health issues, including distribution of information on the behalf of the Ministry of Health and Long-Term Care upon request. Information distributed to approximately 2,900 health care providers and institutions. 3. Approximately 10 surveillance alerts issued by TPH annually to approximately 7,000 physicians. Approximately 30 Early Aberrant Reporting System (EARS) alerts followed up by TPH epidemiology team, with approximately 8-10 EARS alerts requiring follow up by communicable disease programs. 4. Inspect 3,000 (100%) critical and semi-critical personal services settings. Respond to all infection prevention and control complaints in settings where services are provided by regulated health professionals. 5. Investigate and manage approximately 300 disease outbreaks annually. 6. **Complete policy** and procedures for all 76 (100%) reportable diseases and reviewed every 5 years at a minimum and more frequently when required. 7. Maintain daily outbreak list, distribute to over 460 recipients daily.	
Health Protection		Inspected over 2,700 critical and semi-critical personal services settings; and conducted one annual infection prevention and control inspection in all 876 licensed child care facilities.	1. Inspected over 3,000 critical and semi-critical personal services settings. , 2. Conducted one annual infection prevention and control inspection in all 876 licensed child care facilities. , 3. Launch TPH PSS inspection disclosure website.	1. Inspect over 3,000 critical and semi-critical personal services settings. , 2. Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities. , 3. Maintain TPH PSS inspection disclosure website.	1. Inspect over 90% of 3,000 critical and semi-critical personal services settings. , 2. Conduct one annual infection prevention and control inspection in all 1,065 licensed child care facilities. , 3. Maintain TPH PSS inspection disclosure website.	**Service Level Reviewed and Discontinued**
Assessment and Surveillance		1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement.	1. **conduct** systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment(s) **2. Liaise with Canadian Food Inspection Agency, neighbouring health units, Ministry of Municipal and Agricultural Affairs and Ministry of Natural Resources to keep informed about potential rabies threats** **3. Report surveillance information and rabies post exposure prophylaxis administration to the MOHLTC within designated timelines**	**Approximately 2,500/year animal bite reports responded to**
Health Promotion and Policy Development		Toronto Animal Services provided education sessions and materials to 130 classrooms, reaching 3,492 students between 5 and 13 years of age. 24 classrooms in daycares reaching 369 children between 2 and half and 5 years of age. 10 summer camps, reaching 325 camp students. 13.5 days of officer training (training regarding Rabies Protocol, reporting requirement). 46 days of trade show education (reaching approximately 1 million attendees at trade shows). Attended 32 community events/fairs. Developed and made available educational literature (bat rabies, pet vaccination, etc.)	1. Develop and distribute Rabies resource materials for seniors and youths.	1. Develop and distribute Rabies resource materials for seniors and youths.	1. develop and distribute rabies resource materials for seniors and youths **to supplement national and provincial communication strategies**	
Disease Prevention/Health Protection		1. Investigated 1,950 animal bites to humans, 58 specimens submitted for testing, and approximately 309 vaccine delivered 2. Liaised with CFIA as required with respect to animal to animal bites. 3. Rabies Contingency Plan in place. Liaise with GTA health units when surveillance reveals an increase in animal rabies. 4. Issued routine notifications on the requirements of reporting and where to obtain further information.			**1. maintain 24/7 availability to receive and respond to 100% (avg 2300/year) animal bites to humans, submit 100% (avg 60/year) specimens, and deliver 100% (avg. >360/year) post exposure prophylaxis** **2. communicate with partners re: reporting obligations for suspected rabies exposures and where to obtain further information** **3. maintain rabies contingency plan**	

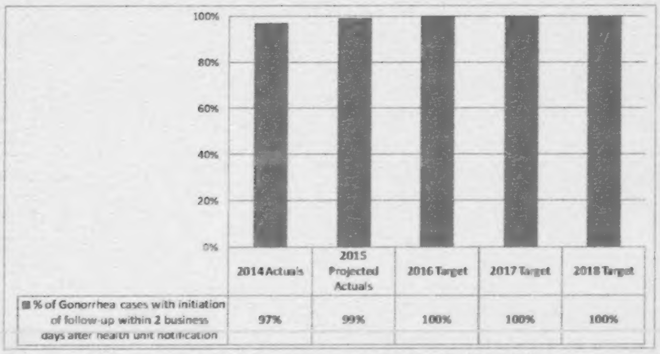
		Service Levels				
Type	Sub-Type	2012	2013	2014	2015	2016
Assessment and Surveillance		1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.			Conduct systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. Report infectious disease surveillance information to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	**Approximately 55,000 client visits to TPH Sexual Health Clincs, annually.**
Health Promotion and Policy Development		1. & 2. Partnered with approximately 35 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. Responded to 9,000 calls to the AIDS hotline. 3. 90 priority schools reached, 100 grade 4-8 teachers trained in puberty education, and 65 partnerships established in high priority areas. Fostered and maintained 52 partnerships with AIDS community groups.	1. & 2. Partnered with approximately 40 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. Responded to 9,000 calls to the AIDS hotline as a result of the training sessions. 3. 90 priority schools reached, 100 grade 4-8 teachers trained in puberty education, and 65 partnerships established in high priority areas. Fostered and maintained 52 partnerships with AIDS community groups. 4. 40,000 community clients reached through sexual health promotion ; 5. 25,6000 Ontario callers assisted through the AIDS and Sexual Health InfoLine ; 6. 360 high risk opiate users provided with Naloxone, resulting in 25 administrations.	1. & 2. Partner with approximately 40 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. Responded to 9,000 calls to the AIDS hotline as a result of the training sessions. 3. 90 priority schools reached, 100 grade 4-8 teachers trained in puberty education, and 65 partnerships established in high priority areas. Fostered and maintained 52 partnerships with AIDS community groups. 4. 40,000 community clients reached through sexual health promotion ; 5. 25,6000 Ontario callers assisted through the AIDS and Sexual Health InfoLine ; 6. 360 high risk opiate users provided with Naloxone, resulting in 25 administrations.	1. & 2. Partner with approximately 42 community agencies to deliver harm reduction education and training to drug users and community agencies, including Toronto Police and EMS. Approximately 300 training sessions offered annually. 3. **Reach** 40,000 community clients reached through sexual health promotion activities; 4. **Assist** 25,600 Ontario callers through the AIDS and Sexual Health InfoLine ; 5. **Provide** 360 high risk opiate users with Naloxone, resulting in 25 administrations. **6. Distribute 3,900,000 male condoms and 37,600 female condoms. Distribute 300,000 units of lubricant**	
Disease Prevention/Health Protection		1. Over 50,000 client visits to sexual health clinics annually, wait times for new clients for clinic services 2-3 weeks. 2. Tracked and investigated over 12,800 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV. 3. Provincially funded medication for treatment for reportable STI treatment provided to all requesting community physicians. 4. TOHealth web & text messaging (iPhone application) over 99,000 visitors to website, 733 instant messaging sessions and 304 anonymous notifications of STI and blood-borne illness to partners. 5.&6. Over 51,000 client visits per year, over 800,000 harm reduction kits and 160,000 condoms distributed annually. Provision of HIV nominal, anonymous and rapid testing. (approximately 4 per week). Annual caseload of over 80 high need opiate users, over 600 visits per year, and approximately 1000 referrals to other health and social service providers for clients served.	1. Over 55,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks. 2. Tracked and investigated over 13,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV. 3. Provincially funded medication for treatment for reportable STI treatment provided to all requesting community physicians. 4. TOHealth web & text messaging (iPhone application) over 99,000 visitors to website, 733 instant messaging sessions and 304 anonymous notifications of STI and blood-borne illness to partners. 5.&6. Over 51,000 client visits 1. Over 55,000 client visits to sexual health clinics annually; wait times for new clients for clinic services 2-3 weeks.	1. Over 60,000 client visits to sexual health clinics annually, wait times for new clients for clinic services 2-3 weeks. 2. Track and investigate over 13,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV. 3. Provincially funded medication for treatment for reportable STI treatment provided to all requesting community physicians. 4. TOHealth web & text messaging (iPhone application) over 99,000 visitors to website, 733 instant messaging sessions and 304 anonymous notifications of STI and blood-borne illness to partners. 5.&6. Over 60,000 client visits	1. Accommodate 55,000 client visits to sexual health clinics annually, wait times for new clients for clinic services 2-3 weeks. 2. Track and investigate over 13,000 confirmed cases of Chlamydia, gonorrhea, syphilis and HIV. 3. **Provide** Provincially funded medication for treatment for reportable STI treatment to all (100%)requesting community physicians. **4. Send 160 anonymous e-cards from inSPOT website and host [illegible] site visitors**	
Partnership Funding	AIDS Prevention and Community Investment Program	Funded 42 AIDS prevention projects.	Funded 39 AIDS prevention projects.	Fund 39 AIDS prevention projects	**With 1.9 million dollars, fund 48 community organizations (AIDS and substance abuse programs) and assist 32 agencies with evaluation skills.**	
Assessment and Surveillance		1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Infectious disease surveillance information reported to the Ministry of Health and Long Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	1. **Conduct** systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. **Report** infectious disease surveillance information to the Ministry of Health and Long-Term Care daily using the Integrated Public Health Information System (iPHIS) within designated timelines.	**Approximately 280 new TB cases provided comprehensive case management services**
Health Promotion and Policy Development		TB education sessions provided to approximately 1,300 newcomers; 300 health care professionals; and 600 persons at their school/university/college or workplace.	TB education sessions provided to approximately 500 newcomers; 300 health care professionals; and 500 persons at their school/university/college or workplace.; Provide PHN liaison to work directly with 4 TB Clinics, 4 Correctional Facilities and designated homeless shelters to collaboratively work on TB prevention and control.	TB education sessions provided to approximately 500 newcomers; 300 health care professionals; and 500 persons at their school/university/college or workplace.; Provide PHN liaison to work directly with 4 TB Clinics, 4 Correctional Facilities and designated homeless shelters to collaboratively work on TB prevention and control.	**1. Provide TB education presentations and develop educational resources for populations at risk for developing TB, health care professionals and community agencies including for approximately: 500 newcomers; 300 health care professionals; and 500 persons at their school/university/college or workplace.;** **2. Hold a minimum of 30 education sessions for agencies offering services to homeless/underhoused persons.** **3. Provide PHN liaison services at each of 4 (100%)TB Clinics and 3 (100%) Correctional Facilities located in Toronto in order to work collaboratively to prevent and control TB.**	
Disease Prevention/Health Protection		1.,4.&6. Identify, assess and monitor approximately 300 new TB cases annually, and ensure adequate treatment and follow up (with 98% of active TB cases completing adequate treatment each year). 2.&6. Provide follow up approximately to 2,000 persons/year identified as contacts of active TB cases. 2&5. Assess and follow-up on approximately 1,500 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. 3.&6. Processed drug orders for approximately 1,500 clients (annually) who are reported to TPH with latent TB infection.	1.,4.&6. Identify, assess and monitor approximately 310 new TB cases annually, and ensure adequate treatment and follow up (with 98% of active TB cases completing adequate treatment each year). 2.&6. Provide follow-up approximately to 2,000 persons/year identified as contacts of active TB cases. 2&5. Assess and follow up on approximately 1,400 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. 3.&6. Processed drug orders for approximately 1,500 clients (annually) who are reported to TPH with latent TB infection ; 7. 85% of eligible clients placed on direct observed theraphy (DOT) ; 8. 95% of all cases completed appropriate and adequate treatment accoring to Canadian TB Standards.; 9. Launched video-DOT to be used for up to 70 clients meeting eligibility criteria.	1.,4.&6. Identify, assess and monitor approximately 310 new TB cases annually, and ensure adequate treatment and follow up (with 98% of active TB cases completing adequate treatment each year). 2.&6. Provide follow-up approximately to 2,000 persons/year identified as contacts of active TB cases. 2&5. Assess and follow-up on approximately 1,400 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. 3.&6. Processed drug orders for approximately 1,500 clients (annually) who are reported to TPH with latent TB infection.; 7. 85% of eligible clients placed on direct observed theraphy (DOT).; 8. 95% of all cases completed appropriate and adequate treatment accoring to Canadian TB Standards.; 9. Place eligible clients on video-DOT.	**1. Investigate 100% of suspect TB cases and provide comprehensive TB case management for 100% of active TB cases (approximately 280 new cases annually) until treatment completion (approximately 6 months to 2 years). Greater than 95% of active TB cases will annually complete appropriate and adequate treatment according to the Canadian TB Standards. A minimum of 85% of eligible clients will be placed on directly observed therapy (DOT).;** 2. Provide follow-up of approximately 2,000 persons/year identified as contacts of active TB cases. 3. Assess and follow-up approximately 1,200 newcomers (annually) to Toronto who are placed on TB Medical Surveillance by Citizenship and Immigration Canada. **4. Provide free TB medications to 100% of clients with active TB disease (approximately 280 per year) and 100% of clients with latent TB infection who are referred for TB preventative treatment by their community health care provider (approximately 1200 clients per year).**	
Assessment and Surveillance		1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Follow up on the immunization status of approximately 82,000 school-aged children, and receive approximately 80,000 calls on the vaccine preventable diseases call centre.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Assessed 85,000 student immunization records in highschools to ensure up to date school immunization, and receive approximately 80,000 calls on the vaccine preventable diseases call centre.	1. Systematic and routine assessment, surveillance, monitoring and reporting to inform program and policy development, service adjustment and performance measurement. 2. Assess 85,000 student immunization records in highschools to ensure up to date school immunization, and receive approximately 65,000 calls on the vaccine preventable diseases call centre.	1. **Conduct** systematic and routine assessment, surveillance, monitoring, and reporting to inform program and policy development, service adjustment and performance measurement. **2. Assess immunization records of all high school students as per the amended changes to the ISPA.** **3. Review immunization records all students born in 2010 to ensure they are up to date with the varicella vaccine.**	

Type	Sub-Type	Service Levels				
		2012	2013	2014	2015	2016
Health Promotion and Policy Development		1. Periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH and National Immunization week each year. Supported public information and increased knowledge through periodic media releases and response to media inquiries. 2. Received and responded to approximately 100 reports of adverse events. 3. Educated and worked with 1,500 physician offices. 4. Provided mandated recommendations (required to be followed under the Day Nurseries Act) to day nurseries on employee immunization. Worked with 82 Long-Term Care Homes to ensure influenza immunization of residents and staff. Completed consultation with City of Toronto Homes for the Aged on employee immunization (2011).	1. Periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH and National Immunization week each year. Supported public information and increased knowledge through periodic media releases and response to media inquiries. 2. Received and responded to approximately 90 reports of adverse events. 3. Educated and worked with 1,500 physician offices. 4. Provided mandated recommendations (required to be followed under the Day Nurseries Act) to day nurseries on employee immunization. Worked with 82 Long-Term Care Homes to ensure influenza immunization of residents and staff.	1. Periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH and National Immunization week each year. Supported public information and increased knowledge through periodic media releases and response to media inquiries. 2. Receive and respond to approximately 90 reports of adverse events. 3. Educate and work with 1,500 physician offices. 4. Provide mandated recommendations (required to be followed under the Day Nurseries Act) to day nurseries on employee immunization. Work with 87 Long-Term Care Homes to ensure influenza immunization of residents and staff.	1. **Conduct** periodic campaigns to promote immunization, including targeted campaigns to school aged children who receive vaccines through TPH as related to the changes in the ISPA. 2. Support public information and increase knowledge through periodic media releases and response to media inquiries. **3. Provide education and information to 2000 Health Care Providers that store publicly funded vaccine (incl. pharmacies) regarding Vaccine Storage and Handling practices** **4. Send immunization promotional materials reflecting the changes to the immunization schedule to Day Nursery operators and to the parents of children enrolled in Day Nurseries**	**Approximately 80,000 vaccinations provided for Hepatitis B, meningococcal and HPV to grade 7&8**
Disease Prevention		1. Provided approximately 73,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8; provided approximately 35,000 vaccination for the seasonal flu program, and organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually. 2. Outbreak contingency plan in place. Outbreak response policy and procedure utilized to guide deployment of staff. Developing additional guiding documents on mass immunization clinic response.	1. Provided approximately 80,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8; provided approximately 35,000 vaccination for the seasonal flu program, and organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually. 2. Outbreak contingency plan in place. Outbreak response policy and procedure utilized to guide deployment of staff. Developing additional guiding documents on mass immunization clinic response	1. Provide approximately 80,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8; provided approximately 35,000 vaccination for the seasonal flu program, and organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually 2. Outbreak contingency plan in place. Outbreak response policy and procedure utilized to guide deployment of staff. Developing additional guiding documents on mass immunization clinic response	1. Provide approximately 80,000 vaccinations for Hepatitis B, Meningococcal, and HPV to grade 7&8; 2. Provide approximately 10,000 vaccination for the seasonal flu program 3. Organize and deliver 1,500 immunization clinics (flu, school immunizations, homeless shelters, and school-aged children who are under vaccinated) annually 4. Outbreak contingency plan in place. Utilize outbreak response policy and procedure to guide deployment of staff. Developing additional guiding documents on mass immunization clinic response	
Health Protection		1. Inspect 1,500 physician offices annually to assess for cold-chain compliance, and investigate approximately 250 cold-chain failures annually 2. Received and responded to 100 reports of adverse events.	1. Inspect 1,450 physician offices annually to assess for cold-chain compliance, and investigate approximately 200 cold-chain failures annually 2. Received and responded to 90 reports of adverse events	1. Inspect 1,450 physician offices annually to assess for cold-chain compliance, and investigate approximately 200 cold-chain failures annually 2. Received and responded to 90 reports of adverse events	1. Inspect 2000 Health Care Providers offices annually to assess for cold-chain compliance, and investigate approximately 200 cold-chain failures annually 2. Respond to 100% reported adverse events	

The 2016 service levels have been revised with 1 service level discontinued, the remaining 13 combined into 4 service levels and updated in plain language.

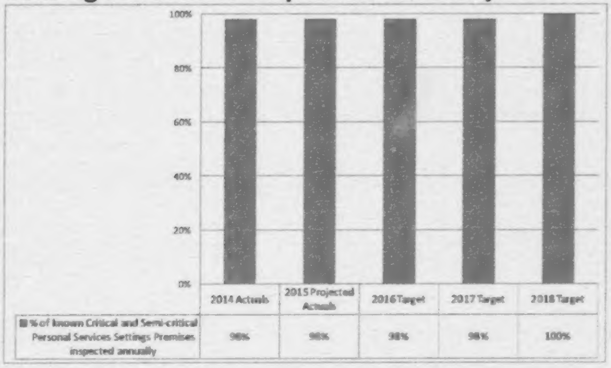
Service Performance

Output Measure – Percentage (%) of Gonorrhea cases with initiation of follow-up within 2 business days after health unit notification.



- TPH has an accountability agreement with the MOHLTC regarding the initiation of case investigation for cases of gonorrhea. These cases should be investigated within 2 business days after receipt by TPH. TPH has been making steady progress to reach the 100% benchmark (see data table) with 100% goal for 2016.

Efficiency Measure – Percentage (%) of known Critical and Semi-critical Personal Services Settings Premises inspected annually.



- TPH strives to inspect 100% of all critical and semi-critical Personal Services Settings (PSS) every year.
- The program has piloted new processes which have already been successful in helping to meet the target.
- Once fully implemented TPH expects to continue to reach and maintain the target, despite increasing numbers of premises and other program demands.

Table 6

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Infectious Diseases	63,928.4	63,137.3	(19.1)	63,118.2	(810.2)	(1.3%)	849.1	**63,967.2**	38.9	0.1%	(827.0)	(1.3%)	1,109.5	1.8%
Total Gross Exp.	63,928.4	63,137.3	(19.1)	63,118.2	(810.2)	(1.3%)	849.1	**63,967.2**	38.9	0.1%	(827.0)	(1.3%)	1,109.5	1.7%
REVENUE														
Infectious Diseases	50,451.8	49,684.0	(14.3)	49,669.7	(782.2)	(1.6%)	675.9	**50,345.5**	(106.3)	(0.2%)	(894.1)		976.4	2.0%
Total Revenues	50,451.8	49,684.0	(14.3)	49,669.7	(782.2)	(1.6%)	675.9	**50,345.5**	(106.3)	(0.2%)	(894.1)		976.4	1.9%
NET EXP.														
Infectious Diseases	13,476.5	13,453.3	(4.8)	13,448.5	(28.0)	(0.2%)	173.2	**13,621.7**	145.2	1.1%	67.2	0.5%	133.0	1.0%
Total Net Exp.	13,476.5	13,453.3	(4.8)	13,448.5	(28.0)	(0.2%)	173.2	**13,621.7**	145.2	1.1%	67.2	0.5%	133.0	1.0%
Approved Positions	505.3	516.6		516.6	11.3	2.2%	8.0	**524.6**	19.3	3.8%	0.7	0.1%	0.1	0.0%

The ***Infectious Diseases*** provides services that reduce the occurrence and transmission of infectious diseases through public education, surveillance, case and contact management, immunization and outbreak response. Major activities include:

The 2016 Operating Budget for Infectious Diseases of $63.967 million gross and $13.622 million net is $0.145 million or 1.1% under the 2015 Approved Net Budget.

- Base budget pressures in Infectious Diseases are primarily due to the inflationary increase of 2% for the Sexual Health Clinic contracts of $0.012 million which has been more than offset by line by line review savings of $0.005 million net to reflect actual experience and a reduction in the contribution to the IT Reserve of $0.013 million.

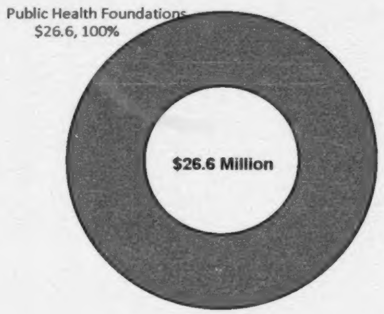
Public Health Foundations

Public Health Foundations

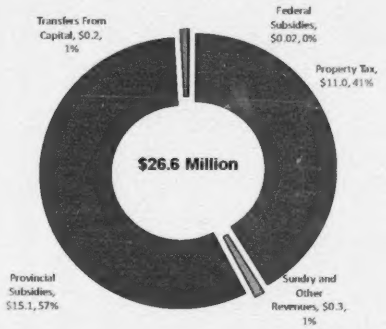
What We Do

- Provides the population health assessment, surveillance, research and knowledge exchange, and program evaluation to inform public health programs, Board of Health decision making and stakeholder relations, and provincial reporting.

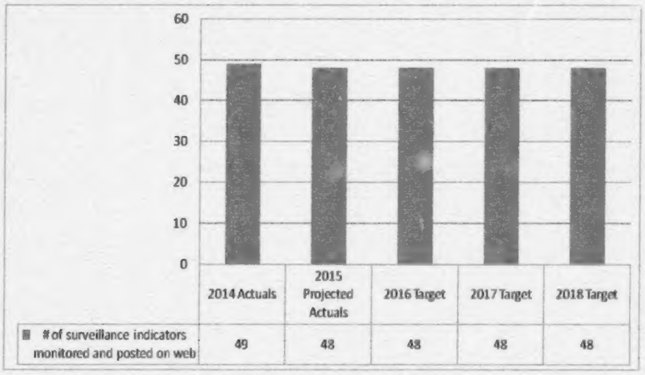
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Number (#) of surveillance indicators monitored and posted on web



	2014 Actuals	2015 Projected Actuals	2016 Target	2017 Target	2018 Target
■ # of surveillance indicators monitored and posted on web	49	48	48	48	48

- Indicator data are generally analyzed by time, geography and subpopulations.
- Indicators are updated and monitored regularly by Epidemiology staff who help integrate findings into service design and policy development.
- Posting on the web allows for proactive and broad dissemination of timely information.

2016 Service Levels

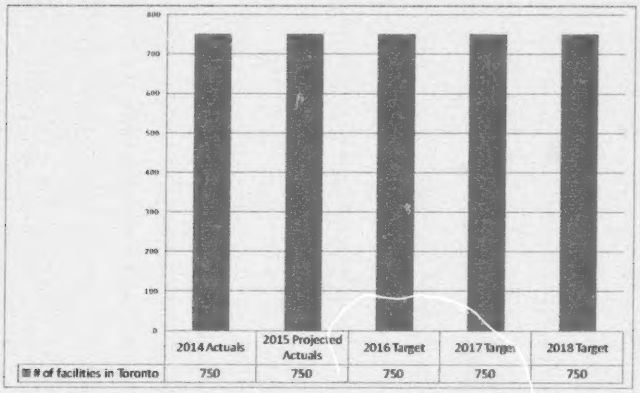
Service 1

	Service Levels					
Sub-Type	**2011**	**2012**	**2013**	**2014**	**2015**	**2016**
Assessment and Surveillance	New in 2016					Approximately 48 surveillance indicators monitored and posted on web

During the 2015 Budget process, TPH was requested to provide service levels in time for the 2016 Budget process. This service level is new for 2016.

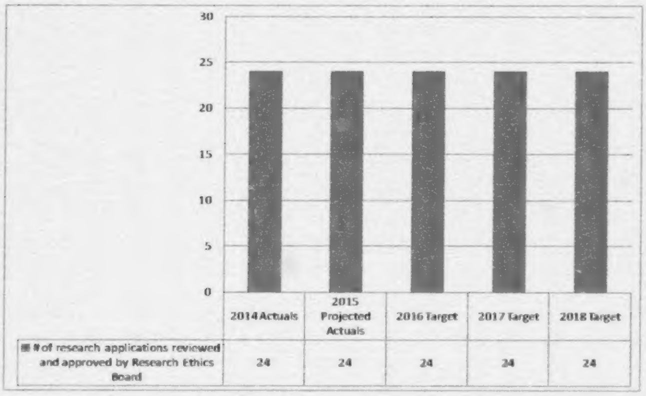
Service Performance

Output Measure – Number (#) of facilities in Toronto from which information on the manufacture, use and release of 25 priority chemicals is compiled



- Information regarding priority chemicals enables monitoring and follow-up when required to address high levels of pollutants

Output Measure – Number (#) of research applications reviewed and approved by Research Ethics Board



- The Research Ethics Board (REB) reviews research proposals to ensure proposals are ethically and scientifically sound and research participants' rights are protected.
- The research ethics review process ensures appropriate organizational safeguards are in place regarding confidentiality of personal health information and management of privacy.
- The REB enables TPH to meet PHIPA legislation requirements.

Toronto Public Health

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

Toronto Public Health (TPH), under the provincial Health Protection and Promotion Act, is committed to reduce health inequalities and improve the health of Toronto's diverse communities by delivering services that meet their health needs and anticipate and respond to emerging public health threats.

Toronto Public Health's (TPH) 2016-2025 Capital Plan has been established to support its strategic direction to invest in information technology (IT).

Service delivery continues to be a priority and investments in IT systems will assist TPH to meet the public's demand for access to TPH information and services, enhance its ability to collect and share critical health information, improve access to quality information, and improve services by improving workforce skills and abilities to provide high quality service to clients.

The 10-Year Capital Plan addresses changes in legislation and is framed in a way to leverage both provincial and federal resources, as well as other City of Toronto initiatives, to reduce project development costs.

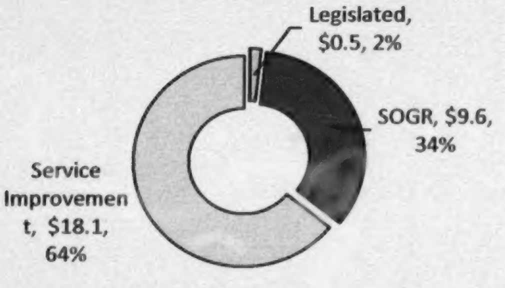
2016 Capital Budget Highlights

The 2016 Capital Budget for Toronto Public Health of $3.835 million, excluding carry forward funding, will:

- ✓ Begin the *Electronic Medical Records* project that will deliver a client information system to provide a comprehensive electronic record of patient's health-related information.
- ✓ Continue to implement the legislated *Infectious Disease Control System* project which implements a provincially mandated national public health information system.
- ✓ Continue to fund the *Healthy Families/Healthy Living Point of Care System, CDC Wireless Rollout and Healthy Environments Inspection Mobile* projects to provide wireless devices and remote access for TPH staff to applicable Public Health Information Systems.
- ✓ Continue *Datamart Data Warehouse-Phase 2* project to expand the use of City-wide business intelligence and GIS tools for query, reporting and analysis.

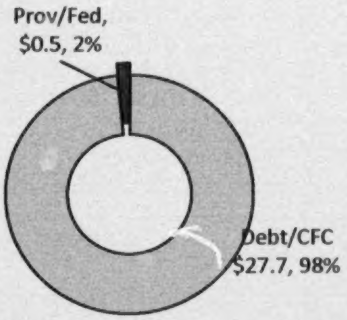
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$28.158 Million

2016-2025 Capital Budget and Plan by Funding Source



$28.158 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totals $5.278 billion.

- A primary focus of the 2016-2025 Capital Budget and Plan is to continue the state of good repair projects for transportation related infrastructure, including major and local roads, the F. G. Gardiner Expressway, city bridges and sidewalks.
- Significant funding is also included to incorporate the alternative financing and procurement (AFP) approach to accelerate delivery of the capital work on the F.G. Gardiner Expressway reducing the time of construction and resulting user impact.
- Investments in Growth related initiatives in part to manage traffic congestion, with projects including the Six Points Interchange Redevelopment, Steeles Widening (Tapscott to Beare), Ingram Drive Extension, Scarlet/St. Clair/Dundas and Traffic Congestion Management for roadways / expressways.

Where does the money come from?

The 10-Year Capital Plan requires:

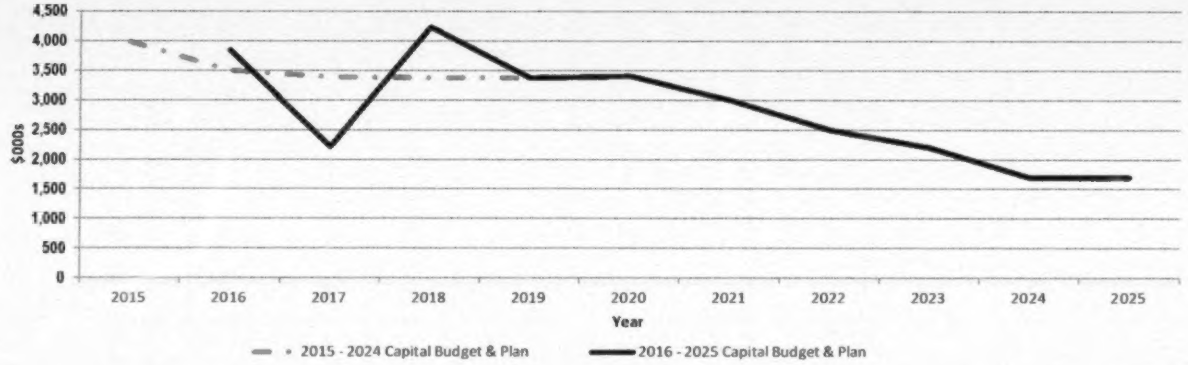
- Debt funding of $3.364 billion (63.7%), reflecting an increase in debt funding of $528.775 million above originally established guidelines to increase investment in transportation priorities.
- Additional capital financing of $805.460 million (15.3%) will be provided from reserve/reserve funds, primarily from the Capital Financing Reserve ($762.084 million).
- Additional funding from Development Charges ($208.563 million or 4.0%); recoverable debt ($19.564 million or 0.4%); Fed/Prov funding ($831.250 million or 15.7%) and third party funding ($49.100 million or 0.9%).

State of Good Repair Backlog

TPH has no facility State of Good Repair (SOGR) backlog as all capital facility projects were transferred from TPH and consolidated within the Facilities Management and Real Estate Capital Budget in 2006 to ensure consistency in maintenance standards across the City facilities.

The 2016 Capital Budget and 2017-2025 Capital Plan includes funding of $9.633 million for a Public Health Systems State of Good Repair program starting in 2017 for life cycle replacement or enhancement of various software systems/ applications housed in Toronto Public Health. (

Key Changes to the 2015 - 2024 Approved Capital Plan



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	3,972	3,492	3,388	3,363	3,373	3,400	3,000	2,500	2,200	1,700		**30,388**
2016 - 2025 Capital Budget & Plan		3,835	2,217	4,233	3,373	3,400	3,000	2,500	2,200	1,700	1,700	28,158
Change %		**9.8%**	**(34.6%)**	**25.9%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**		**(7.3%)**
Change $		**343**	**(1,171)**	**870**	**0**	**0**	**0**	**0**	**0**	**0**		**(2,230)**

As made evident in the chart above, the $2.230 million decrease in the Capital Program reflects lower capital funding requirements in 2025 as compared to 2015 and some major cash flow changes in 2016, 2017 and 2021 based on updated project information and previous experience.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $0.042 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Toronto Public Health's capital projects based on the following factors:

- Project costs and cash flows were adjusted based on more current information and the need to leverage existing and future corporate solutions as well as adjusting project timelines to correspond to Provincial system changes and requirements.

Increased funding from the Infectious Disease Control Information System project of $0.360 million that is 100% provincially funded.

The following table details the capital projects, by category, included within the 2016 – 2025 Capital Budget and Plan for Transportation Services:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
Legislated													
Infectious Desease Control System	2,639	460										**460**	3,099
Sub-Total	**2,639**	**460**										**460**	**3,099**
State of Good Repair													
Inspection Management						1,599	1,504	1,496	787			**5,386**	5,386
TPH Library Management System			60	1,243								**1,303**	1,303
TPH Service Delivery Tracking					800	726	800					**2,326**	2,326
Reporting Environment Enhancement								618				**618**	618
Sub-Total			**60**	**1,243**	**800**	**2,325**	**2,304**	**2,114**	**787**			**9,633**	**9,633**
Service Improvements													
CDC Wireless Rollout	995	970										**970**	1,965
HF/HL Point of Care	4,809	564										**564**	5,373
Healthy Environment Inspection (Mobile)	1,306	870										**870**	2,176
TPH Multilingual Website			255	252								**507**	507
Public eLearning					312	729	300					**1,341**	1,341
Mobile Enablement							396	386	538	562	540	**2,422**	2,422
TPH Datamart Warehouse - Phase 2	478	739	882									**1,621**	2,099
TPH Datamart Warehouse - Phase 3				827	554							**1,381**	1,381
Socio-Demographic Data Collection			287	572	634	346						**1,839**	1,839
TPH Common Geographical Inerface (CGI)					1,073							**1,073**	1,073
Geographic Information Enablement									191	270	292	**753**	753
Document and Records Management System									684	868	868	**2,420**	2,420
Electronic Medical Record		232	733	1,339								**2,304**	2,304
Sub-Total	**7,588**	**3,375**	**2,157**	**2,990**	**2,573**	**1,075**	**696**	**386**	**1,413**	**1,700**	**1,700**	**18,065**	**25,653**
Total Expenditures by Category (excluding carry forward)	**10,227**	**3,835**	**2,217**	**4,233**	**3,373**	**3,400**	**3,000**	**2,500**	**2,200**	**1,700**	**1,700**	**28,158**	**38,385**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

Position Title	CAPTOR Project Number	# of Positions	Project Delivery		Salary and Benefits $ Amount($000s)					
			Start Date	End Date (m/d/yr)	2016	2017	2018	2019	2020	2020 - 2024
Infectious Disease Control Information System	**TPH907843**									
Systems Integrator 1		2.0	01/01/2016	12/31/2016	199.2					
Registered Practical Nurse		0.5	01/01/2016	03/31/2016	41.8					
Supervisor Envrl Information & Education		0.3	01/01/2016	03/31/2016	30.1					
Support Assistant A		1.3	01/01/2016	12/31/2016	102.7					
Support Assistant B		0.5	01/01/2016	03/31/2016	33.9					
HF/HL Point of Care	**TPH907777**									
Project Lead Quality Assurance		1.0	01/01/2016	12/31/2016	149.6					
Systems Integrator 1		2.0	01/01/2016	12/31/2016	222.2					
CDC Wireless	**TPH907776**									
Appl & Tech Supp Specialist 2		1.0	01/01/2016	12/31/2016	99.9					
Public Health Inspector		1.0	01/01/2016	12/31/2016	99.9					
Quality Improvement Specialist		1.0	01/01/2016	12/31/2016	111.1					
Seniors System Integrator PH		1.0	01/01/2016	12/31/2016	149.6					
Support Assistant A		0.8	04/01/2016	12/31/2016	63.6					
Systems Integrator 1		2.0	01/01/2016	12/31/2016	222.2					
Healthy Environment Inspection (Mobile)	**TPH908044**									
Appl & Tech Supp Specialist 2		1.0	01/01/2016	12/31/2016	99.9					
Manager Healthy Environments		1.0	01/01/2016	12/31/2016	160.7					
Systems Integrator 1		1.0	01/01/2016	12/31/2016	111.1					
Datamart Data Warehouse Phase 2	**907789-2&4**									
Systems Integrator 1		1.0	01/01/2016	12/31/2016	111.1	112.3				
Health Information Analyst		1.0	01/01/2016	12/31/2016	84.8	85.7				
Electronic Medical Records Phase 1	**TPH907843**									
Systems Integrator 1		1.0	01/01/2016	12/31/2016	111.1					
Seniors System Integrator PH		0.4	01/01/2016	12/31/2016	48.6					
Quality Improvement Specialist		0.5	01/01/2016	12/31/2016	55.5					
Total		**21.18**			**2,308.6**	**198.0**				

As shown in the table above, approval of the 2016 Capital Budget will require the extension of 21.2 positions to implement 6 capital projects in 2016, a decrease of 12.4 positions from the 2015 approved temporary positions of 33.6 capital funded positions.

Toronto Public Library

2016 OPERATING BUDGET OVERVIEW

Toronto Public Library (TPL) provides free and equitable access t a wide range of services which meet the changing needs of Toronto residents. The Library preserves and promotes universa access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $193.462 million gross and $175.869 million net as shown below

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	188,708.3	193,461.9	4,753.6	2.5%
Gross Revenues	16,516.1	17,592.9	1,076.8	6.5%
Net Expenditures	**172,192.2**	**175,869.0**	**3,676.8**	**2.1%**

TPL faced a base pressure of $3.879 million net due to salary and benefits adjustments, inflationary and contract increases, and loss in fine and other revenues. Through on-going reviews, TPL was partially able to offset these pressures by $1.160 million net from service efficiencies and increased revenues. New and enhanced services of $0.958 million were approved which supports the Toronto Poverty Reduction strategy and brings this budget to a 2.1% increase over 2015.

Fast Facts

- Toronto Public Library has higher per capital visits and circulation than any other large urban public library in the world.
- The library system includes 81 neighbourhood libraries, with Scarborough Civic Centre opening in May 2015, 17 district libraries, 2 research and reference libraries and 2 bookmobiles.
- 72% of Torontonians used the library in 2012 and 1 in 6 visit the library at least once a week.
- In 2014, there were over 30 million visits to torontopubliclibrary.ca and more than 850,000 participants attended 34,000 library programs.

2016 Operating Budget Highlights

- The 2016 Operating Budget for TPL of $193.462 million gross and $175.869 million net provides funding for three services, Collections and Borrowing, Branch & E-services, and Partnerships, Outreach & Customer Engagement.
- The budget as presented is $3.677 million or 2.1% over the 2015 Approved Budget achieved through measures taken based on the following criteria:
  - ✓ The identification of sustainable, on-going efficiency savings ($0.500 million); and
  - ✓ Increase in new revenue through changes to room and theatre rentals, and increasing spaces for leasing.
- Any further reductions are not included as they would negatively

2015 Key Service Accomplishments

In 2015, Toronto Public Library accomplished the following:

- ✓ Open hours were increased by 1.1% in 2015 with the total usage projected to be 104.1 million which is a 3.7% increase;
- ✓ Opened Youth Hubs at York Woods and Cedarbrae Branches and over 3,500 children, youth and families in TSNS NIA neighbourhoods benefitted from the Fines Forgiveness program and had library privileges restored as part of the 2015 Poverty Reduction Strategy;
- ✓ Provided programs related to the Pan Am and Parapan Am Games including a Spectator Jam, Poetry Slam and the showcasing of work of local artists in library branches;
- ✓ Advanced Toronto Public Library's Middle Childhood Framework to provide responsive and effective service in alignment with the City's strategy;
- ✓ Developed a new Strategic Plan 2016-2019 to guide service delivery;
- ✓ Implemented a Work Plan to support City initiatives, including the Toronto Seniors Strategy, Middle Childhood Strategy Framework, Poverty Reduction strategy, Toronto Youth Equity Strategy, Toronto Newcomer Strategy and Toronto Strong Neighbourhood Strategy;
- ✓ Opened the Library's 100th location, Scarborough Civic Centre in May 2015, to support the population growth in this local community together with a KidsStop, an interactive early literacy centre and a Digital Innovation Hub with digital design workstations, 3D printing and the latest technology, tools for self-publishing including HD digital cameras and audio and video production tools and staff support;
- ✓ Increase in service and activity levels including 262,525 open hours per year at 100 library branches, 18.3 million visits, 31.4 million virtual visits and 32.8 million in total circulation, increasing access to e-collections including books, audio books and magazines with a 27.0% increase in usage.
- ✓ Launched the 100 Reasons Campaign and public engagement campaign to broaden awareness and usage of library services to current, lapsed and non-users of the Library; and
- ✓ Finalized public consultation and design for the Wychwood and St. Clair/Silverthorn Branches and engaging in public consultation and beginning the design for the Bayview Branch.

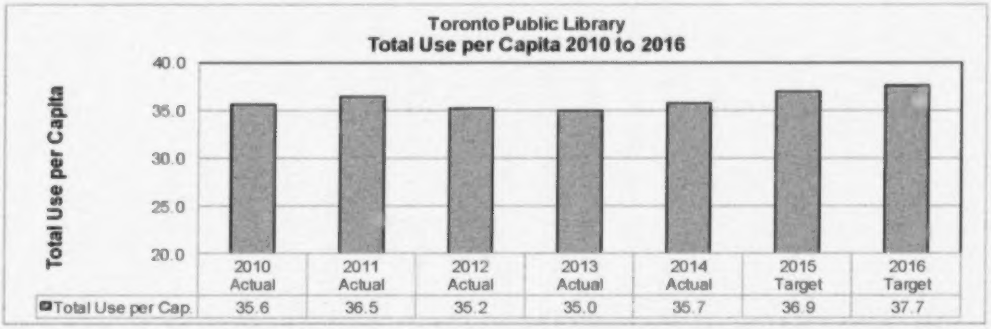
Our Service Deliverables for 2016

Toronto Public Library offers safe and welcoming spaces at 100 branches and service levels address customer demand and areas of strategic focus. The 2016 Operating Budget will:

- Maintain the current 262,525 open hours per year at 100 branches to support 18.5 million in person visits, 6.7 million workstation users and 3.5 million wireless sessions with expanded access to technology in library branches.
- Provide virtual library services to support over 33.0 million virtual visits; including collections, programs and access to user accounts with new self service features including online fines payment and reference to e-collections.
- Develop and maintain a collection of 10.7 million items in a variety of languages, reading levels and formats including print, audio visual and e-content, to promote accessibility and respond to community needs.
- Provide annual circulation of 32.8 million items and information resources to support more than 2 million reference requests in a variety of subjects.
- Develop and deliver a suite of library programs to support literacy, life- long learning and access to culture with emphasis on literacy for children and youth at community locations.

Trends

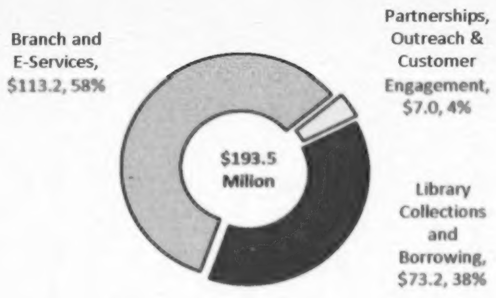
- Over the past 10 yrs (2005-14), total library usage has increased by 13.5% from 88,455,058 to 100,398,161 million uses.
- The total use includes both branch based activities and virtual access.



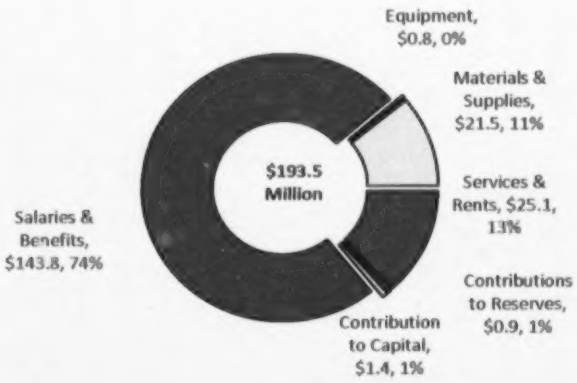
2016 Operating Budget Expenses & Funding

Where the money goes:

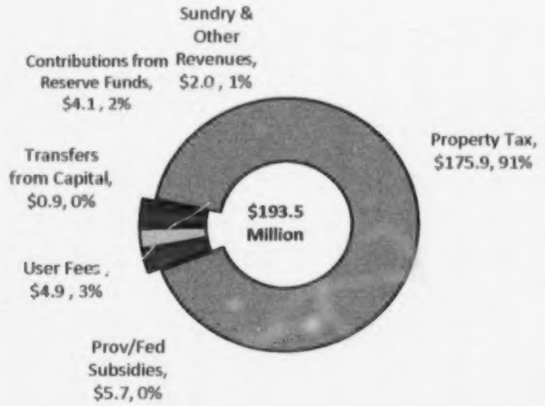
2016 Budget by Service



2016 Budget by Expenditure Category



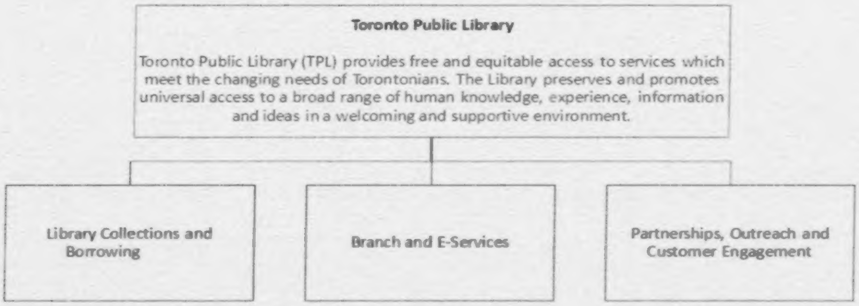
Where the money comes from:



Our Key Issues & Priority Actions

- **Increasing Demand for Library Service –** In-person visits to library branches have increased as well as online usage of the Library's virtual branch. Customers are looking for new material in multiple formats and increasing on-line, self-service and mobile technology.
  - ✓ Additional funding to adjust Collections budget to inflation as well as to accommodate impact of US$ exchange rate fluctuations is included in the Preliminary 2016 Operating Budget.
  - ✓ 5 permanent positions will be added, funded from the *Virtual Branch Service Program*, to deliver projects that enhance and transform the library's digital services.
- **Cost of E-collection Services** - Increased demand and use of e-collections which are more expensive to purchase are impacting fine revenue levels.
  - ✓ Fine Revenue budget has been reduced by $0.310 million to account for the loss of fine revenue from the increased use of e-collections.
  - ✓ TPL will continue to undertake e-book advocacy campaigns around fair pricing terms to promote reasonable pricing models that are sustainable in the longer term.

Program Map



Toronto Public Library

Toronto Public Library (TPL) provides free and equitable access to services which meet the changing needs of Torontonians. The Library preserves and promotes universal access to a broad range of human knowledge, experience, information and ideas in a welcoming and supportive environment.

Library Collections and Borrowing
Branch and E-Services
Partnerships, Outreach and Customer Engagement

2016 Service Deliverables

Library Collections and Borrowing

- Develop and maintain a collection of 10.7 million items in a variety of languages, reading levels and formats including print, audio-visual, e-content and online learning tools to promote accessibility and respond to community needs, with an annual circulation of 32.8 million items and information resources to support more than 2 million reference requests in a variety of subjects.

Branch and E-Services

- Maintain the current 262,525 open hours per year at 100 branches to support 18.5 million in-person visits, 6.7 million workstation users and 3.4 million wireless sessions with expanded access to technology in library branches. A review of access to technology in library branches is planned to understand current and future needs. Development and delivery of a suite of programs to support reading, literacy, life-long learning and culture with an annual attendance of more than 833,000.
- Virtual library services to support over 33.0 million virtual visits; services include collections, programs and access to user accounts with new self-service features including online fines payment, and access to reference e-collections. Strategic directions include the redesign of the library's virtual services for children and youth, library programs offered online, and increased access to e-content including books, audio and digitized collections, and content co-creation.

Partnerships, Outreach and Community Engagement

- Develop and deliver a suite of library programs to support literacy, life-long learning and access to culture and technology with emphasis on literacy for children and youth at community locations.
- Increase awareness and use of library services among diverse communities by using outreach strategies through a range of accessible channels
- Engage the public through consultation on capital projects and the development of a new strategic plan by the Library Board.
- Expand cultural, technology and educational learning opportunities through public and private partnerships.

Table 1
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Library Collections and Borrowing											
Gross Expenditures	71,534.5	72,092.8	72,884.9	330.2	73,215.2	1,680.7	2.3%	583.7	0.8%	795.3	1.1%
Revenue	5,826.5	6,346.0	6,109.1		6,109.1	282.6	4.9%	(184.9)	(3.0%)	(21.8)	(0.4%)
Net Expenditures	65,708.1	65,746.8	66,775.9	330.2	67,106.1	1,398.1	2.1%	768.6	1.1%	817.0	1.2%
Branch and E-Services											
Gross Expenditures	110,292.6	111,153.4	112,609.3	590.9	113,200.1	2,907.5	2.6%	1,433.0	1.3%	1,717.4	1.5%
Revenue	10,450.4	11,382.3	11,215.7		11,215.7	765.3	7.3%	(334.4)	(3.0%)	(96.0)	(0.9%)
Net Expenditures	99,842.2	99,771.1	101,393.4	590.9	101,984.3	2,142.2	2.1%	1,767.5	1.7%	1,813.4	1.7%
Partnerships, Outreach & Customer Engagement											
Gross Expenditures	6,881.2	6,934.9	7,010.2	36.4	7,046.6	165.4	2.4%	60.3	0.9%	80.7	1.1%
Revenue	239.2	260.5	268.1		268.1	28.9	12.1%	(19.0)	(7.1%)	(2.2)	(0.9%)
Net Expenditures	6,642.0	6,674.3	6,742.1	36.4	6,778.5	136.5	2.1%	79.2	1.2%	82.9	1.2%
Total											
Gross Expenditures	188,708.3	190,181.1	192,504.4	957.5	193,461.9	4,753.6	2.5%	2,077.0	1.1%	2,593.4	1.3%
Revenue	16,516.1	17,988.9	17,592.9		17,592.9	1,076.8	6.5%	(538.3)	(3.1%)	(120.0)	(0.7%)
Total Net Expenditures	172,192.2	172,192.2	174,911.5	957.5	175,869.0	3,676.8	2.1%	2,615.3	1.5%	2,713.4	1.5%
Approved Positions	1,739.9	1,684.4	1,738.0	3.0	1,741.0	1.1	0.1%				

The Toronto Public Library's 2016 Operating Budget is $193.462 million gross and $175.869 million net, represents a 2.1% increase to the 2015 Approved Net Operating Budget.

- ➢ TPL was able to achieve expenditure savings and new revenue of $1.160 million net to help mitigate pressures of $3.879 million. Any further reductions to the meet the reduction target set out in the 2016 Operating Budget Directions and Guidelines are not included as these would negatively impact services.

- Base pressures of $3.879 million net, common to all 3 services, are mainly attributable to known salary and benefit adjustments, inflationary costs for utilities and library materials, an increase in costs for service contracts and reduced fine revenues.

- To help mitigate the above base pressures, TPL was able to achieve service efficiency savings through automation which reduced the need for staff to handle library material, streamlining the use of barcode labels and RFID tags, technology savings from a new e-mail system and licenses and savings in service contracts by modifying the way the TPL delivers ongoing services.

- New revenue is expected to be generated from changes to room and theatre rentals, as well as new tenant leases. Base revenue will be increased from an additional withdrawal from the Development Charge Reserve Fund for growth related library materials, within the parameters of the Development Charges By-law, and project management fee increases for capital projects.

- New and enhanced initiatives of $0.958 million are included in the 2016 Operating Budget to help support the TO Prosperity: Toronto Poverty Reduction and support the themes of increasing service access and availability as well as increasing access to high quality programs for children and youth.

- Approval of the 2016 Operating Budget will result in Toronto Public Library increasing its total staff complement by 1.1 positions from 1,739.9 to 1,741.0.

- The 2017 and 2018 Plan includes the inflationary cost increases for progression pay, step and fringe benefits, operating impacts of capital, as well as anticipated inflationary increases to non-salary accounts. As 2016 is a collective bargaining year, no cost of living allowance estimate has been included.

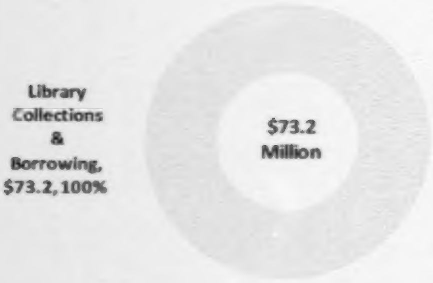
Library Collections and Borrowing

Library Collections and Borrowing

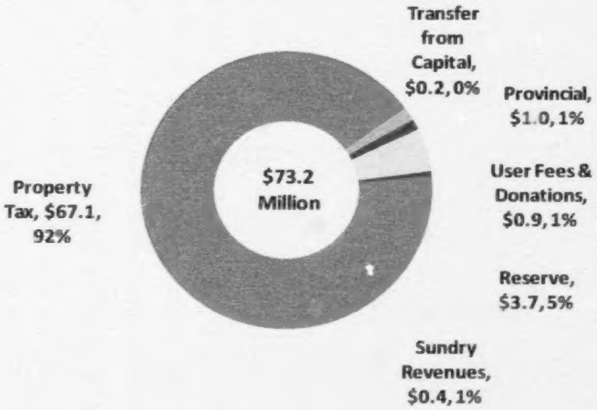
What We Do

- Collect, preserve and make available a wide range of knowledge, information and ideas through collections in a variety of formats, languages and reading levels which support the informational, educational, cultural and recreation needs and interests of residents of all ages, backgrounds and abilities.

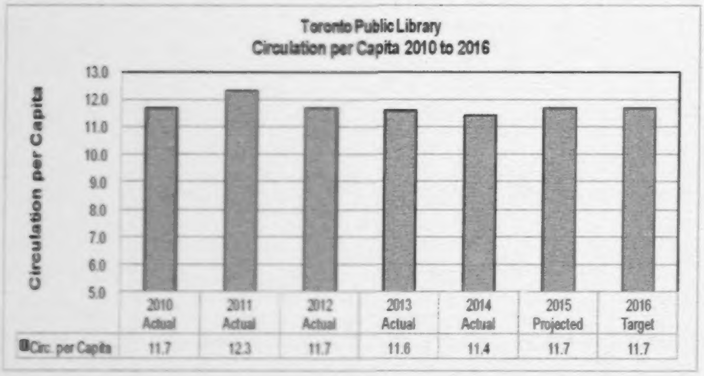
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Circulation per Capita



- 2016 circulation is projected to increase to 32.8 million or 11.7 per capita.
- E-circulation increasingly accounts for a larger proportion of overall circulation and is expected to increase by 20.0% over 2015, while physical circulation is expected to decline 3.0%, which will further reduce fine revenue.

2016 Service Levels

Library Collections and Borrowing

Activity	Approved	
	2015	2016
Acquisitions	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy.	Collections are developed and maintained in accordance with the Public Libraries Act R.S.O. 1990 and TPL's Materials Selection Policy.
	Physical collection size: 10,500,000	Physical collection size: **10,400,000**
	Physical collection size per capita: 3.7	Physical collection size per capita: 3.7
	Reference collection per capita: 1.6	Reference collection per capita: 1.6
	New acquisitions per capita: 0.25	New acquisitions per capita: 0.25
	E collection size: 75 electronic products including periodical databases with 100 million articles from general, special and technical periodicals and 85,000 streamed music titles	*E collection size:* **70** electronic products including periodical databases with 100 million articles from general, special and technical periodicals and streamed music titles
	E-books and E-audio books: Access to 302,000 downloadable and streamed copies for adults, youth and children	*E-books and E-audio books:* Access to **350,000** downloadable and streamed copies for adults, youth and children
	E-music and E-videos: 300,000 downloadable music titles and 16,000 downloadable videos	*E-music and E-videos:* Access to **320,000** downloadable music titles and **18,000** downloable videos
	Advocacy efforts to increase access to e-content for public libraries and the launch of advocacy campaign for fair and equitable access to e-countent	**Lead the Canadian Public Libraries for Fair E-Book Pricing Campaign to increase service levels efficiently**
Collection	A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity.	A comprehensive, current inventory of physical and virtual materials is available to promote discovery, access and use by residents and collection development, and management activity.
	0.25 items added to the catalogue per capita	0.25 items added to the catalogue per capita
Public Access to Collections through borrowing	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.	Public access and borrowing in accordance with the Public Libraries Act and TPL's Circulation and Collection Use Policy.
	Circulation per capita: 11.7	Circulation per capita: 11.7
	Holds/versus copies	*Holds/versus copies*
	Books 6/1 (3 week loan)	Books 6/1 (3 week loan)
	DVDs 18/1 (1 week loan)	DVDs 18/1 (1 week loan)
	Turnover rate of circulating collection: 4.7	Turnover rate of circulating collection: 4.7
		Implement the Fine Forgiveness program in Neighbourhood Improvement Areas to increase access to service and to encourage children and youth to return to the library
In-library use of materials	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy	Access to collections provided free of charge in accordance with the Public Libraries Act and TPL Circulation and Collection Use Policy
	1.6 reference items per capita	1.6 reference items per capita
	2.3 in-library use transactions per capita	2.3 in-library-use transactions per capita

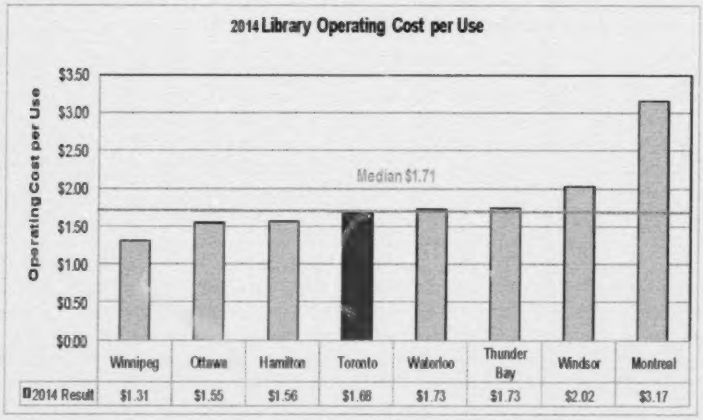
Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Library Collections and Borrowing.

Changes from 2015 service levels have been highlighted:

- Update to numbers related to current volume levels and demand.
- A new service level for *Public Access to collections activity* has been added to reflect the implementation of the Fines Forgiveness Program for Neighbourhood Improvement Areas that was approved through the 2015 Operating Budget Process as a part of the Poverty Reduction Initiative.
- The *Acquisitions* activity *Advocacy* effort for e-collections has been amended to include leading a campaign for fair pricing, a more specific activity.

Service Performance

Efficiency Measure – Library Operating Cost per Use 2014 (MPMP)



- TPL offers a comprehensive range of services in a large urban setting yet ranks third in cost per use when compared to other Ontario public libraries
- Despite a reduction of 14% in staff since 1998, TPL has managed to open three new branches, increase the total number of open hours, and manage the increase in demand and use for Library services.
- TPL's 2016 operating cost per use is $1.68, which is slightly below the median of $1.71.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Library Collections and Borrowing	71,534.5	73,013.5	(128.6)	72,884.9	1,350.4	1.9%	330.2	73,215.2	1,680.7	2.3%	583.7	0.8%	795.3	1.1%
Total Gross Exp.	71,534.5	73,013.5	(128.6)	72,884.9	1,350.4	1.9%	330.2	73,215.2	1,680.7	2.3%	583.7	0.8%	795.3	1.1%
REVENUE														
Library Collections and Borrowing	5,826.5	6,053.7	55.3	6,109.1	282.6	4.9%		6,109.1	282.6	4.9%	(184.9)	(3.0%)	(21.8)	(0.4%)
Total Revenues	5,826.5	6,053.7	55.3	6,109.1	282.6	4.9%		6,109.1	282.6	4.9%	(184.9)	(3.0%)	(21.8)	(0.4%)
NET EXP.														
Library Collections and Borrowing	65,708.1	66,959.8	(183.9)	66,775.9	1,067.8	1.6%	330.2	67,106.1	1,398.1	2.1%	768.6	1.1%	817.0	1.2%
Total Net Exp.	65,708.1	66,959.8	(183.9)	66,775.9	1,067.8	1.6%	330.2	67,106.1	1,398.1	2.1%	768.6	1.1%	817.0	1.2%
Approved Positions	677.8	680.5	(2.7)	677.8	(0.0)		1.2	679.0						

The **Library Collections and Borrowing** service collects, preserves and makes available a wide range of knowledge, information and ideas through collections in a variety of formats (physical, e-books, e-audio books, e-music, e-videos and e-collections), languages and reading levels to support a variety of needs and interests of residents of all ages, backgrounds and abilities.

The *Library Collections and Borrowing* service's 2016 Operating Budget of $73.215 million gross and $67.106 million net is $1.398 million or 2.1% over the 2015 Approved Net Budget.

Base budget pressures are primarily due to the following:

- Aside from the operating pressures of $0.649 million arising from salary and benefit adjustments, the increasing costs to maintain Library Collections due to inflation, the impact of US $ exchange as well as loss in Federal e-content subsidy totaling $0.454 million is driving the costs for the Library Collections and Borrowing service.
- The above pressures have been partially offset through an increased contribution from the Development Charge Reserve to fund growth related library materials and service efficiencies achieved primarily from the automation of collection handling process as well as from streamlining the use of library material tags and supplies.
- The 2017 and 2018 Plan increases are attributable to escalating cost of library collections resulting from inflation and exchange rate fluctuations as well as salary and benefit adjustments.
- The 2016 Operating Budget for Library Collections and Borrowing provides funding for new and enhanced services of $0.330 million gross and net to enhance Sunday service by offering Sunday summer hours at 8 branches and regular Sunday hours (37 Sundays) a 6 new branches; the opening of two new Youth Hubs at the Fairview and Maria A. Shchuka branches; creating a Digital Innovation Hub at Malvern Branch; and loaning wireless hot spots to residents. These new requests are common amongst all three services.

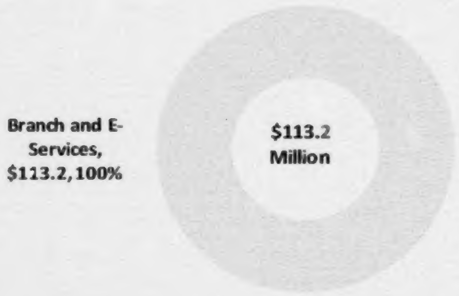
Branch and E-Services

Branch and E-Services

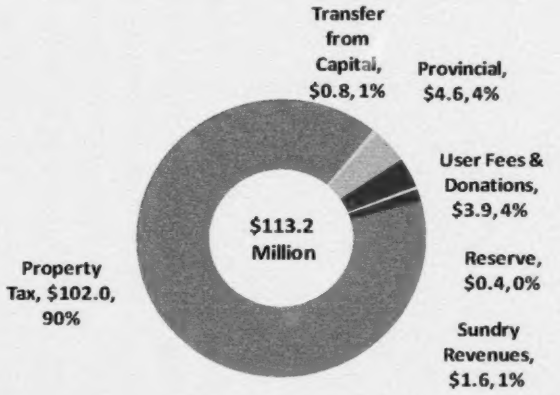
What We Do

- Branches are neighbourhood hubs where residents can access collections, computers, wireless and emerging digital technology, programs and information services provided by expert staff. They provide public space for residents to read, study, and work, attend programs and engage and network with members of the community.
- E-services provide 24/7 online access to library collections, services and information, and a range of self-service options help residents manage their accounts including placing and managing holds and paying fines online.

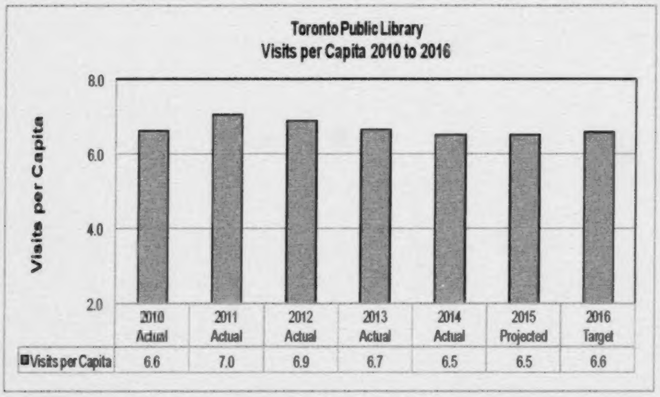
2016 Service Budget by Activity ($Ms)



Service by Funding Source ($Ms)



Visits per Capita 2010-2016



- 2016 visits are expected to increase to 18.5 million or 6.6 visits per capita.
- Total visits declined in 2014 as a result of branch closures for renovation/retrofits and 2015 visits are expected to stay flat lined with additional open hours at four branches and the opening of the new Scarborough Civic Centre branch; as well as new visitors for the Pan Am & Parapan Am Games.

2016 Service Levels

Branch and E-Services

Activity	Approved	
	2015	2016
In Branch Services	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.	Toronto Public Library provides free public access to space in accordance with the Public Libraries Act and TPL's Service Delivery Model.
Provision of public space	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 63,730 square feet of library space per 100,000 population Seating Capacity: 8,934 318 per seats per 100,000 population	81 Neighbourhood Branches 17 District Libraries 2 Research and Reference Libraries 2 Bookmobiles 1 library branch per minimum 25,000 population 63,730 square feet of library space per 100,000 population Seating Capacity: 8,934 318 per seats per 100,000 population
Open Hours	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2015 operating budget. 9,347 open hours per 100,000 population 0.09 open hours per capita	Open hours to reflect TPL's Vision for Library Open Hours as funded in the 2015 operating budget. 9,347 open hours per 100,000 population 0.09 open hours per capita
Study and Community Use	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to ensure safe and secure environment to library users. 4 Youth Hubs including the establishment of hubs at York Woods and Cederbrae branches.	Safe and welcoming environment and maintained through TPL's Rules of Conduct Policy. Security provided to ensure safe and secure environment to library users. **Address the goals of Toronto Poverty Reduction Strategy through 2 Youth Hubs.**
Access to Technology	Provision of access to public technology in accordance with TPL's Internet Use Policy. 66 internet access workstations per 100,000 population Wireless internet access at all locations. 1.13 wireless connections per capita 3 Digital Innovation Hubs	Provision of access to public technology in accordance with TPL's Internet Use Policy. 66 internet access workstations per 100,000 population Wireless internet access at all locations. **1.24** wireless connections per capita **5 Digital Innovation hubs plus a portable pop-up hub to increase access to technology** **Develop a digital and technology strategy that addresses mobile, self-service and personalized options**
Information Services	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. 7,178,718 questions answered per year in response to public demand (2.6 per capita) Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.	Information services available in all branches to support access to information, collections and services based on the Service Delivery Model. **7,127,463** questions answered per year in response to public demand (**2.5 per capita**) Telephone: at point of contact for user technology support or quick reference and within 24 hours for more complex requests.

Activity	Approved 2015	2016
Programs	Programs provided in accordance with TPL's Programming Policy and are available City wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms including electronic format. 1,204 programs offered per 100,000 population	Programs provided in accordance with TPL's Programming Policy and are available City wide to address strategic priorities: literacy, literary, information, lifelong learning, cultural experience, and training to support access and use of information in all its forms including electronic format. **1,179** programs offered per 100,000 population
Room Rentals for community groups	Public space rental in accordance with TPL's Auditorium, Meeting Room and Theatre Policy. • Space available 25% of time for public booking • Same business day verification for availability of space • Space held for 10 days for confirmation of the contract Toronto Reference Library Salon available in accordance with TPL Bram & Bluma Salon Rental Policy.	**Public space rental in accordance with TPL's Community and Event Space Rental Policy, which balances community use of library space with revenue objectives.** • **Provision of premiere rental spaces to generate further revenue** • Space available 25% of time for public booking • Same business day verification for availability of space • Space held for 10 days for confirmation of the contract Toronto Reference Library Salon available in accordance with TPL Bram & Bluma Salon Rental Policy.
Facility Maintenance	Space well maintained to promote public safety and use with repair issues addressed 70% waste diversion Capital program to address state of good repair backlog Nightly cleaning of facilities with no visible soil Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall Landscaping every 7 days including grass cutting and litter abatement Carpet cleaning four times per year	Space well maintained to promote public safety and use with repair issues addressed 70% waste diversion Capital program to address state of good repair backlog Nightly cleaning of facilities with no visible soil Pedestrian and vehicle routes kept free of snow and ice and snow removal 4 hours after snowfall Landscaping every 7 days including grass cutting and litter abatement Carpet cleaning four times per year
Virtual Branch Services	Comprehensive Virtual Library Branch Services available 24/7 in accessible format including access to collections, branch and program information and a range of self service options for account management.	Comprehensive Virtual Library Branch Services available 24/7 in accessible format including access to collections, branch and program information and a range of self service options for account management.
Remote Information and User Support	New content regularly added and currency of content regularly checked. E-mail information requests responded to within 24 hours depending on the type of the request. New web content created is in compliance with the AODA's web accessibility	New content regularly added and currency of content regularly checked. E-mail information requests responded to within 24 hours depending on the type of the request. New web content created is in compliance with the AODA's web accessibility

Activity	Approved	
	2015	2016
Digitization	Digitization program to provide access to materials containing special and archival collections including materials focusing on Toronto and its neighbourhoods. 9,958 books digitized 18,488 images and ephemera digitized	Digitization program to provide access to materials containing special and archival collections including materials focusing on Toronto and its neighbourhoods. **11,158** books digitized **23,488** images and ephemera digitized

Overall, the 2016 Service Levels are consistent with the 2015 approved Service Levels for Toronto Public Library.

Changes from 2015 service levels have been highlighted:

- ➢ Update to numbers related to current volume levels and demand.
- ➢ A new service level for *Room Rentals for Community Groups Public Access* has been added to reflect the implementation of the new premier rental spaces in order to generate more revenue and access to technology includes the offering of new digital pop up spaces.

Table 3
2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Branch and E-Services	110,292.6	112,963.6	(354.4)	112,609.3	2,316.6	2.1%	590.9	**113,200.1**	2,907.5	2.6%	1,433.0	1.3%	1,717.4	1.5%
Total Gross Exp.	110,292.6	112,963.6	(354.4)	112,609.3	2,316.6	2.1%	590.9	**113,200.1**	2,907.5	2.6%	1,433.0	1.3%	1,717.4	1.5%
REVENUE														
Branch and E-Services	10,450.4	10,971.7	244.0	11,215.7	765.3	7.3%		**11,215.7**	765.3	7.3%	(334.4)	(3.0%)	(96.0)	(0.9%)
Total Revenues	10,450.4	10,971.7	244.0	11,215.7	765.3	7.3%		**11,215.7**	765.3	7.3%	(334.4)	(3.0%)	(96.0)	(0.9%)
NET EXP.														
Branch and E-Services	99,842.2	101,991.9	(598.4)	101,393.5	1,551.3	1.6%	590.9	**101,984.4**	2,142.2	2.1%	1,767.5	1.7%	1,813.4	1.7%
Total Net Exp.	99,842.2	101,991.9	(598.4)	101,393.5	1,551.3	1.6%	590.9	**101,984.4**	2,142.2	2.1%	1,767.5	1.7%	1,813.4	1.7%
Approved Positions	992.6	994.6	(3.9)	990.7	(1.9)	(0.2%)	1.7	**992.4**	(0.2)	(0.0%)				

Branch and E-Services service consists of both physical branches and the Library's online presence in meeting user's expectations. Branches provide neighbourhood hubs to access collections, computers, programs and expert information from staff, as well as, public spaces to read, study, work, network, attend programs, etc. for all residents. The service also provides 24/7 online access to library collections, services and information and a range of self-service options.

The *Branch and E-Service's* 2016 Operating Budget of $113.200 million gross and $101.984 million net is $2.142 million or 2.1% over the 2015 Approved Net Budget.

- With 100 branches across the City, the *Branch and E-services* is being most impacted by pressures arising from growing facility maintenance, rental and utility costs as well as the increasing IT contract costs and loss in fine revenues for its Virtual branch due to the increasing use of e-collections which do not attract fines.
  - ➢ Salary and benefits of $0.847 million are the other drivers behind increased costs for this service.

- The above pressures have been partially offset through additional revenues generated from room rentals by implementing a new booking policy, savings from contract negotiations as well as service efficiencies achieved through improvements in program delivery processes.
- The 2017 and 2018 Plan increases are mainly attributable to inflationary cost increases for utilities and contracted services as well as salary and benefit adjustments.
- New and enhanced services of $0.591 million which support Toronto's Poverty Reduction Strategy, and are common to all 3 services, include enhanced Sunday services, creation of a 2 new youth hubs and a digital innovation strategy and a new program to loan wireless hotspots to residents.

Partnerships, Outreach & Customer Engagement

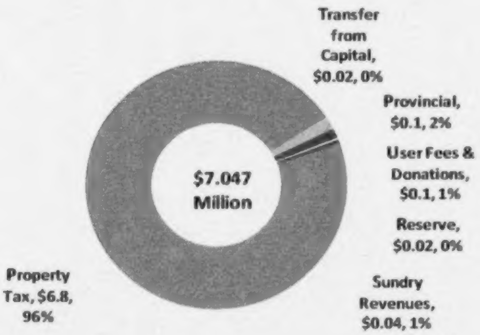
Partnerships, Outreach & Customer Engagement

What We Do

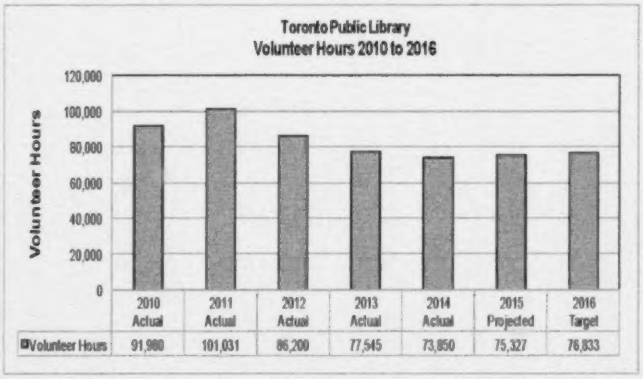
- Extend access to library services to residents and communities throughout the city, and help to increase awareness and use of library services.
- Provide services to residents unable to visit a library branch through the Home Library services, the 2 Bookmobiles and Deposit Collections.
- Support the library in outreach to new audiences and in delivering service efficiently.
- Engage and consult residents, stakeholders and communities to deliver excellent and responsive customer service.
- Provide opportunities to volunteers to develop employment skills and contribute to the community.

2016 Service Budget by Activity ($Ms)

Service by Funding Source ($Ms)



TPL Volunteer Hours 2010-2016



- Volunteers support six programs focusing on literacy and technology including programs for children in the middle years.
- The numbers of volunteers are expected to increase in 2015 and 2016.

2016 Service Levels

Partnerships, Outreach & Customer Engagement

Activity	Approved	
	2015	2016
Partnership	Partnerships established to facilitate City and strategic objectives. Sample Partnerships: *City:* Toronto Public Health to deliver health promotion services within health zones in 10 branches serving the City's Neighbourhood Improvement Areas. *Cultural:* Sun Life Financial Museum and Arts Pass to provide access to cultural venues in all TPL branches for free. *Government:* Library Settlement Partnership with Citizenship and Immigration Canada and community agencies to offer unique and innovative newcomer information services.	Partnerships established to facilitate City and strategic objectives. Sample Partnerships: *City:* Toronto Public Health to deliver health promotion services within health zones in 10 branches serving the City's Neighbourhood Improvement Areas. *Cultural:* Sun Life Financial Museum and Arts Pass to provide access to cultural venues in all TPL branches for free. *Government:* Library Settlement Partnership with Citizenship and Immigration Canada and community agencies to offer unique and innovative newcomer information services. ***Learning:* CISCO, Hacklab,Repair Café and Post-secondary institutions to facilitate a variety of engagement and learning opportunities.**
Outreach	*Online and social media to support service objectives* • Engaging in promotion, outreach and awareness raising • Delivering information service • Improving and supporting customer service excellence • Supporting media and public relations • Promoting accessibility for all by participating on popular social media channels *Online and social media tools used reflect community usage and include:* • blogs and wikis • You Tube • Twitter • Facebook • Pinterest • Instagram • Flickr E-newsletter	*Online and social media to support service objectives* • Engaging in promotion, outreach and awareness raising • Delivering information service • Improving and supporting customer service excellence • Supporting media and public relations • Promoting accessibility for all by participating on popular social media channels *Online and social media tools used reflect community usage and include:* • blogs and wikis • You Tube • Twitter • Facebook • Pinterest • Instagram • Flickr E-newsletter
Programs	Programs delivered in schools and community locations to facilitate outreach and 100% of schools in City's designated neighbourhood improvement areas reached through Kindergarten, Grade 4 and High School Outreach. Outreach in community settings to promote e-resources and library services. Digital Innovation Hub Outreach that brings technology and programs outside of the library and into different community spaces around Toronto.	Programs delivered in schools and community locations to facilitate outreach and 100% of schools in City's designated **31** neighbourhood improvement areas **(TSNS2020)** reached through Kindergarten, Grade 4 and High School Outreach. Outreach in community settings to promote e-resources and library services. Digital Innovation Hub Outreach that brings technology and programs outside of the library and into different community spaces around Toronto. **Pop-up programs in community settings across the City.**

Activity	Approved	
	2015	2016
Bookmobile and Home Library Service	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of home bound users. 15,150 home visits to deliver materials	Bookmobile and Home Library Service provided in accordance with Service Delivery Model to address geographically isolated communities or the needs of home bound users. **15,377** home visits to deliver materials
Volunteer Services	Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy. Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years. 3,241 volunteers	Volunteer recruitment and management in accordance with the Volunteer Management Practice Policy. Volunteers support 6 programs focusing on literacy and technology including programs for children in the middle years. **3,403** volunteers
	115 active volunteers per 100,000 population	**121** active volunteers per 100,000 population
	75,327 volunteer hours	**76,833** volunteer hours
	Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.	Provide consultation on service development including capital projects and major renovations, and ongoing evaluation of library services and programs.
	Youth Advisory Groups active in 50 locations	Youth Advisory Groups active in 50 locations
	Two Teen Advisors support engagement with Toronto's teen communities for Board initiatives targeted towards Toronto's youth	Two Teen Advisors support engagement with Toronto's teen communities for Board initiatives targeted towards Toronto's youth
Customer Engagement	Residents and communities consulted as per TPL's Public Consultation Policy on service development including capital projects, major renovations and the ongoing evaluation of library services and programs. Feedback and customer service is available in a range of accessible formats in compliance with the AODA's requirements Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested Telephone calls returned within one business day. Voicemails cleared daily or appropriate absence messaged. Callers not transferred to voicemail. Emails acknowledged within two business days.	Residents and communities consulted as per TPL's Public Consultation Policy on service development including capital projects, major renovations and the ongoing evaluation of library services and programs. Feedback and customer service is available in a range of accessible formats in compliance with the AODA's requirements Customer Feedback acknowledged in two days with a response in the format chosen by resident if requested Telephone calls returned within one business day. Voicemails cleared daily or appropriate absence messaged. Callers not transferred to voicemail. Emails acknowledged within two business days.

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Toronto Public Library.

Changes from 2015 service levels have been highlighted:

- Update to numbers related to current volume levels and demand.
- Changes to the activities for *Partnerships, Programs and Technology* have been made to update the services that will be offered in 2016.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Partnerships, Outreach & Customer Engagement	6,881.2	7,027.3	(17.1)	7,010.2	129.0	1.9%	36.4	**7,046.6**	165.4	2.4%	60.3	0.9%	80.7	1.1%
Total Gross Exp.	6,881.2	7,027.3	(17.1)	7,010.2	129.0	1.9%	36.4	**7,046.6**	165.4	2.4%	60.3	0.9%	80.7	1.1%
REVENUE														
Partnerships, Outreach & Customer Engagement	239.2	262.5	5.6	268.1	28.9	12.1%		**268.1**	28.9	12.1%	(19.0)	(7.1%)	(2.2)	(0.9%)
Total Revenues	239.2	262.5	5.6	268.1	28.9	12.1%		**268.1**	28.9	12.1%	(19.0)	(7.1%)	(2.2)	(0.9%)
NET EXP.														
Partnerships, Outreach & Customer Engagement	6,642.0	6,764.8	(22.7)	6,742.1	100.1	1.5%	36.4	**6,778.5**	136.5	2.1%	79.2	1.2%	82.9	1.2%
Total Net Exp.	6,642.0	6,764.8	(22.7)	6,742.1	100.1	1.5%	36.4	**6,778.5**	136.5	2.1%	79.2	1.2%	82.9	1.2%
Approved Positions	69.5	69.8	(0.3)	69.5	(0.0)	(0.0%)	0.1	**69.6**						

The Partnerships, Outreach and Customer Engagement service helps to extend access and increase awareness and use of library services to residents and communities through partnerships and outreach as well as engaging and consulting with residents, stakeholders and communities to support service development and delivery. The service also develops a suite of library programs to support literacy, life-long learning and access to culture with emphasis on literacy for children and youth.

The *Partnership, Outreach and Customer Engagement* service's 2016 Operating Budget of $7.047 million gross and $6.779 million net is $0.137 million or 2.1% over the 2015 Approved Net Budget.

- Base budget pressures are primarily due to salary and benefits adjustments of $0.067 million and have been partially offset by service efficiencies and revenue adjustments common amongst all three services.
- The 2017 and 2018 Plan increases are attributable to cost increases for progression pay, step and fringe benefits and do not include COLA.
- New and enhanced services of $0.036 million, which support Toronto's Poverty Reduction Strategy and are common to all 3 services, include enhanced Sunday services, creation of a 2 new youth hubs and a digital innovation strategy and a new program to loan wireless hotspots to residents.

Toronto Public Library

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Public Library (TPL) provides free and equitable access to library services through a network of 100 branches, including e-branch services, to meet the changing needs of Torontonians.

TPL's Building assets, valued at $830 million, is comprised of 81 neighbourhood libraries, 17 district libraries, 2 research and reference libraries, and 2 service buildings.

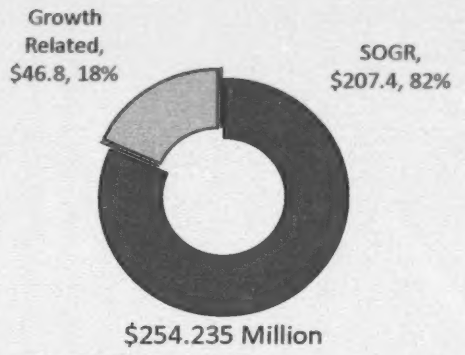
The primary focus of the 10-Year Capital Plan totalling $254.235 million is to maintain the existing assets in a state of good repair while continuing to address the needs of new and growing communities through renovation, relocation and expansion of existing branches, as well as advance and improve the provision of e-services and in-branch technology through Virtual Branch Services and Technology Asset Management Replacement Program.

2016 Capital Budget Highlights

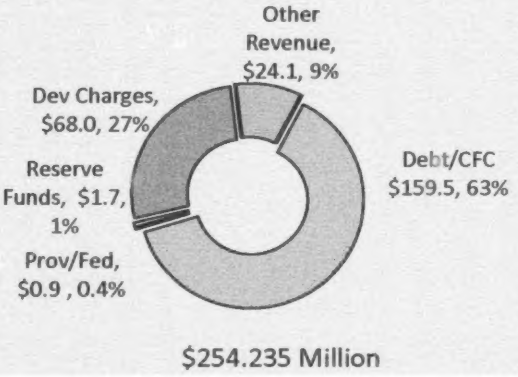
- ✓ The 2016 Capital Budget for Toronto Public Library of $25.155 million, excluding carry forward funding, will:
- ✓ Continue construction at *Albion Branch* and *North York Central Library;*
- ✓ Begin construction at *Wychwood* and *St. Clair/Silverthorn* branches, planning work for *Dawes Road, Albert Campbell* and *Downsview* branches and begin and complete construction at *Agincourt* and *Eglinton* Square branches;
- ✓ Address the growing SOGR backlog through the *Multi-branch Renovation Program*; and
- ✓ Continue to replace, develop and implement new technologies through the *Technology Asset Management Program* and the *Virtual Branch Services*.

Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



2016-2025 Capital Budget and Plan by Funding Source



Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $254.235 million provides funding for:

- State of Good Repair (SOGR) projects that address ongoing renovation of existing libraries and IT infrastructure; and
- Growth related projects that meet increased service demands in new and growing communities.
- Major Projects focus on:
  - ➢ Renovating and revitalizing existing branches;
  - ➢ Relocating and/or constructing new buildings for existing branches and;
  - ➢ Upgrading technology.

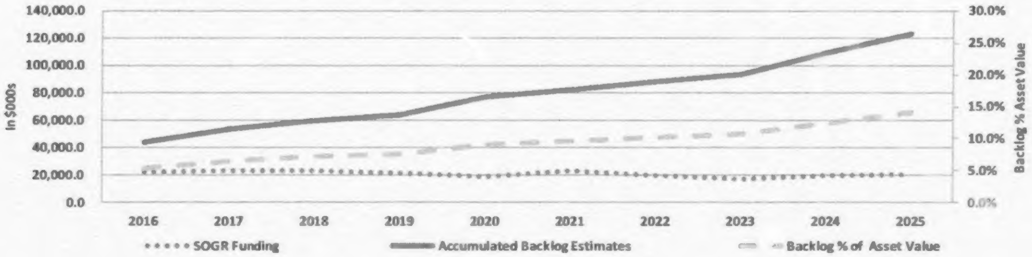
Where does the money come from?

The 10-Year Capital Plan is funded by 5 sources:

- New debt funding of $159.507 million or 63.0% which exceeds the Program's debt target guidelines by $5.802 million over the 10-Year planning period;
- Development Charges of $67.961 million or 26.8% will be provided based on the growth portion of projects that are eligible;
- Reserve Funding of $1.680 million or 0.7%; and
- Federal Funding of $0.927 million and other revenues, such as funding from Operating and Section 37 funding, totalling $24.160 million accounts for 9.5% of the total funding.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $207.411 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value is expected to increase from 5.3% in 2016 to 14.0% in 2025 based on updated condition audits on TPL's buildings.



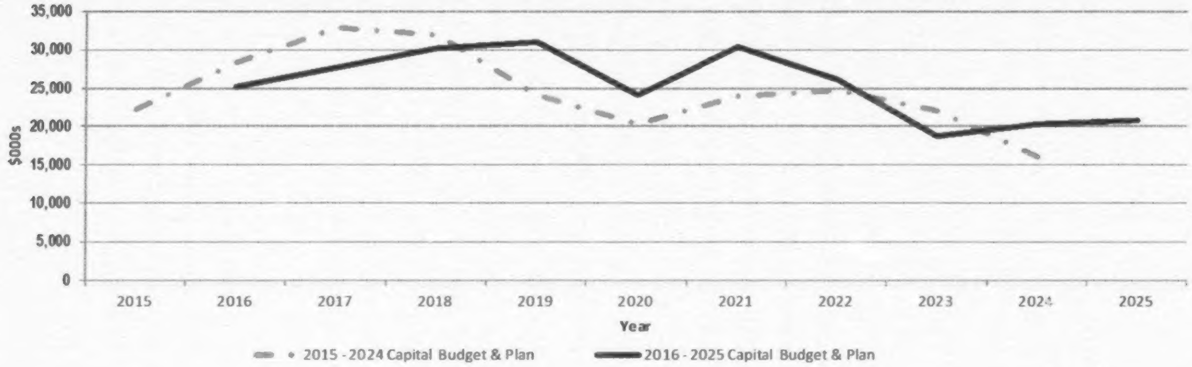
Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $8.014 million in capital funding from the 2015 - 2024 Approved Capital Plan.

The table and chart below compares the changes in the Capital Program on an annual basis from 2015 to 2025.

Chart 1

Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	22,245	28,234	32,836	31,863	24,079	20,236	23,868	24,709	22,045	16,106		246,221
2016 - 2025 Capital Budget & Plan		25,155	27,754	30,203	30,914	23,988	30,371	26,119	18,669	20,350	20,712	254,235
Change %		(10.9%)	(15.5%)	(5.2%)	28.4%	18.5%	27.2%	5.7%	(15.3%)	26.4%		3.3%
Change $		-3,079	-5,082	-1,660	6,835	3,752	6,503	1,410	-3,376	4,244		8,014

As made evident in the chart above, cash flows have been shifted based on readiness to proceed, and the $8.014 million increase in the Capital Program reflects additional funding for accessibility requirements at smaller branches and federal funding from the Canada 150 Community Infrastructure program through the *Multi-Branch Renovation Program* as well as new funding in the future years for the *Perth/Dupont Branch* and *Bayview Relocation*.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $9.547 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arises from the reprioritization of Toronto Public Library's capital projects based on the following factors:

- Accelerating or deferring capital projects based on construction schedules with subsequent changes to project costs if required.
- ✓ Prioritizing capital projects to accommodate urgent SOGR requirements, including additional funding for the *Multi-branch Renovation Program* to address accessibility requirements.
- ✓ Maximizing alternative non-debt funding sources such as Development charges and Section 37 funding which frees up additional debt to be reinvested in other capital projects.

A summary of project changes for the years 2016 to 2024 totalling $9.547 million are provided in Table 2 below.

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Multi-Branch Renovation Program (SOGR)	*	4,182	3,251	4,158	4,093	4,093	4,093	4,093	4,093	4,093	4,093	**40,242**	40,242
Agincourt Partial Renovation	200	2,097										**2,097**	2,297
Albion Reconstruction	3,997	3,455	5,030	2,525								**11,010**	15,007
Bridlewood Renovation	194			817	432							**1,249**	1,443
Bayview Relocation	136	127	968	1,664	1,903							**4,662**	4,798
Wychwood Renovation & Expansion	18	873	1,500	2,336								**4,709**	4,727
St. Clair/Silverthorn Reconstruction	100	973	800	-								**1,773**	1,873
North York Central Renovation	2,035	3,880	5,736	2,095	2,228							**13,939**	15,974
Dawes Road Construction & Expansion	50	417	586	1,811	2,400	621						**5,835**	5,885
Eglinton Square Expansion	300	353										**353**	653
Albert Campbell Renovation		265		1,429	3,809	3,542	3,120					**12,165**	12,165
Downsview Renovation		436										**436**	436
Perth/Dupont Relocation			78	521	776							**1,375**	1,375
St.Lawrence Relocation & Expansion			70		196	1,357	915	417				**2,955**	2,955
Parliament Street Renovation				123		1,904	3,102	1,828				**6,957**	6,957
Northern District Renovation				339		1,896	3,077	3,090	1,982			**10,384**	10,384
Guildwood Relocation					73		552	452	962			**2,039**	2,039
Centennial Renovation					78		2,350	809				**3,237**	3,237
Weston Renovation						161		2,636	2,666	2,723	1,034	**9,220**	9,220
Brookbanks Renovation							153		981	2,405	1,607	**5,146**	5,146
Sanderson Renovation								444		1,226	3,533	**5,203**	6,793
Mimico Renovation								158		1,548	2,225	**3,931**	9,623
High Park Renovation								155		1,072	1,545	**2,772**	7,142
Tech Asset Mgmt Prg (TAMP)	*	4,100	4,100	4,100	4,100	4,100	4,100	4,100	4,900	5,110	4,940	**43,650**	43,650
Virtual Branch Services (VBS)	*	1,322	1,000	1,000	1,250	1,250	1,250	1,250	1,250	1,250	1,250	**12,072**	12,072
Sub-Total	**7,030**	**22,480**	**23,119**	**22,918**	**21,338**	**18,924**	**22,712**	**19,432**	**16,834**	**19,427**	**20,227**	**207,411**	**226,093**
Growth													
Bayview Relocation	249	373	1,653	2,734	2,815							**7,575**	7,824
St. Clair/Silverthorn Reconstruction	100	274										**274**	374
St.Lawrence Relocation & Expansion			292		1,952	3,376	5,902	3,537				**15,059**	15,059
Guildwood Relocation					165		989	2,437	1,580			**5,171**	5,171
Dawes Road Construction & Expansion		562	1,177	1,476	2,475	1,688						**7,378**	7,378
Wychwood Renovation & Expansion	132	876	1,386	1,747								**4,009**	4,141
Bridlewood Renovation	306			283	368							**651**	957
Brookbanks Renovation							39		255	923	485	**1,702**	1,702
Perth/Dupont Relocation			127	1,045	1,765							**2,937**	2,937
Centennial Renovation					36		729	713				**1,478**	1,478
Eglinton Square Expansion		590										**590**	590
Sub-Total	**787**	**2,675**	**4,635**	**7,285**	**9,576**	**5,064**	**7,659**	**6,687**	**1,835**	**923**	**485**	**46,824**	**47,611**
Total Expenditures by Category (excluding carry forward)	**7,817**	**25,155**	**27,754**	**30,203**	**30,914**	**23,988**	**30,371**	**26,119**	**18,669**	**20,350**	**20,712**	**254,235**	**273,704**

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Multi-branch Renovation Program)

10-Year Capital Plan: Net Operating Budget Impact

Table 2

Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Bridlewood Renovation					43.0		12.0				55.0		55.0	
Bayview Relocation							44.0	2.7	44.0		88.0	2.7	88.0	2.7
Albion District Library Renovation					17.0		17.0				34.0		34.0	
Wychwood Renovation					38.0		38.0				76.0		76.0	
St. Clair/Silverthorn Renovation	8.0		8.0								16.0		16.0	
North York Central Renovation							23.0		23.0		46.0		46.0	
Dawes Road Neighbourhood Library									94.0	1.0	94.0	1.0	188.0	1.0
Eglinton Square Expansion	167.0		53.0								220.0		220.0	
New Projects - 2016														
Albert Campbell District Library Renovation													36.0	
New Projects - Future Years														
Perth Dupont Relocation							14.0		14.0		28.0		28.0	
St. Lawrence Relocation													1,704.0	14.0
Parliament Renovation													28.0	
Northern District Renovation													24.0	
Guildwood Renovation													82.0	0.5
Centennial Renovation													30.0	
Weston Renovation													15.0	
Brookbanks Renovation													29.0	
Total (Net)	**175.0**		**61.0**		**98.0**		**148.0**	**2.7**	**175.0**	**1.0**	**657.0**	**3.7**	**2,699.0**	**18.2**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $2.699 million net and 18.2 positions over the 2016 – 2025 period, as shown in the table above.

Funding of $0.236 million over 2016 and 2017 is required to sustain following capital projects once completed:

Toronto Parking Authority

2016 OPERATING BUDGET OVERVIEW

The Toronto Parking Authority (TPA) exists to provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system. It also manages the Bike Share Program

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $84.743 million gross, which will generate revenue of $136.988 million, as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	81,983.8	84,742.6	2,758.8	3.4%
Gross Revenues	134,229.4	136,988.4	2,759.0	2.1%
Net Expenditures	**(52,245.6)**	**(52,245.8)**	**0.2**	**(0.0%)**

Moving into 2016, the Toronto Parking Authority was facing a net pressure of $5.259 million due mainly to reduce on-street parking revenue, inflationary increases in non-labour costs and cost of living increases for staff. The TPA was able to offset these pressures through parking rate increases, additional revenues generated through the opening of new car parks and efficiencies achieved as a result of mobile payment technology.

Fast Facts

- 21,500 off-street spaces in over 200 facilities.
- 19,600 on-street spaces.
- 17,000 spaces operated for third parties, mainly for Toronto Transit Commission (TTC), Forestry and Recreation Program and Toronto Community Housing Corporation.
- The Bike Share system fleet has approximately 1,000 bicycles and 80 stations.

2016 Operating Budget Highlights

The 2016 Operating Budget of $84.743 million will enable TPA to:

- Continue to manage, operate and maintain estimated 19,600 on-street ($11.143 million), 36,600 off street parking spaces ($68.473 million) and the Bike Share Program ($0.913 million) with a fleet of 1,000 bicycles utilizing 80 stations.
- Roll out of mobile payment application for on-street parking ($0.850 million).
- Maintain Payment Card Industry (PCI) compliance ($0.142 million).
- Replace paper based monthly permit system with a digital system and provide enhanced customer self-serve payment and renewal options ($0.075 million).

2015 Key Service Accomplishments

In 2015, the Toronto Parking Authority accomplished the following:

- ✓ Successfully operated the largest municipal parking supply in North America that includes 22,800 off-street and 19,500 on-street parking spaces
- ✓ Commenced comprehensive pay-and-display meter refurbishment program for On-Street Parking for 3,000 meters.
- ✓ Launched Phase 1 of the Mobile Payment program that is now available at over 185 Off-Street carparks (including TTC lots).
- ✓ Addressed off-street parking shortfalls by opening five new *off-street* carparks with 324 spaces.
- ✓ Completed greening initiatives at 6 existing carparks.
- ✓ Added 2 additional sites under TPA's partnership with TCHC for their visitor parking bringing total to over 50 locations.
- ✓ Acquired 6 new properties plus 2 new license agreements which upon development will increase parking supply by 455 spaces.
- ✓ Refreshed and updated entire GreenP way finding signage network (125 illuminated, 500 non-illuminated signs).
- ✓ Bike Share Toronto ridership measured in trips increased 20%.
- ✓ Continued to remain 100% self-sustaining through user fees from off-street and on-street parking facilities and other sources, such as the selling of air rights, with no reliance on the municipal property tax base.

Our Service Deliverables for 2016

Toronto Parking Authority offers safe, attractive, clean, convenient, well-maintained, affordable off-street and on-street parking in support of the continued prosperity of the City's communities. TPA also provides convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

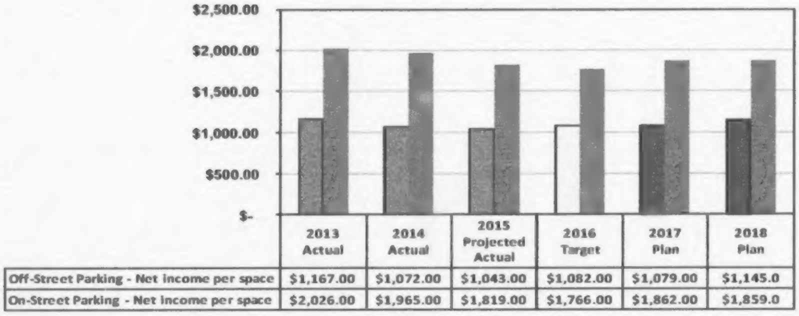
The 2016 Operating Budget will:

- Continue to manage an estimated 19,600 on-street spaces controlled by the highly successful and profitable pay-and-display environmentally friendly technology or single spaced meters.
- Maintain approximately 21,500 off-street spaces, which include 12 attended lots, 13 fully automated garages, and 180 unattended lots.
- Continue to operate, on behalf of the Toronto Transit Commission, roughly 13,695 spaces at their park-and-ride facilities and parking lots.
- Continue to manage an additional 3,367 spaces for the Parks, Forestry and Recreation Program, parking facilities along the waterfront and other areas in the City as well as for the Toronto Community Housing Corporation.
- Manage the Toronto Bike Share Program which has 1,000 bicycles utilizing 80 stations throughout the City.

Trends

- 2010 through 2013 have seen increases in net income per space for both off-street and on-street parking
- Since 2014 net income per space in both services is on a downward trend, as parking revenues are on decline, mainly due to on-going road construction activities and other road uses, as well as closures of certain carparks.
- The continued utilization of new technologies is expected to return a greater income per parking space in future years.

Net Income Per Share

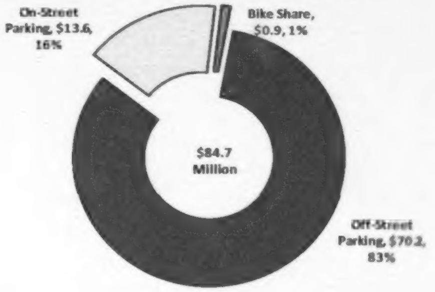


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Off-Street Parking - Net income per space	$1,167.00	$1,072.00	$1,043.00	$1,082.00	$1,079.00	$1,145.0
On-Street Parking - Net income per space	$2,026.00	$1,965.00	$1,819.00	$1,766.00	$1,862.00	$1,859.0

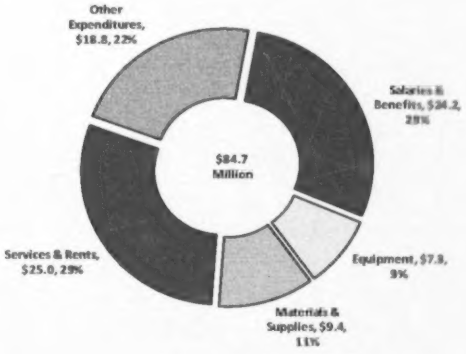
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

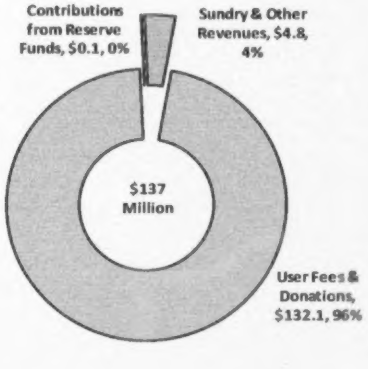


2016 Budget by Expenditure Category



Where the money comes from:

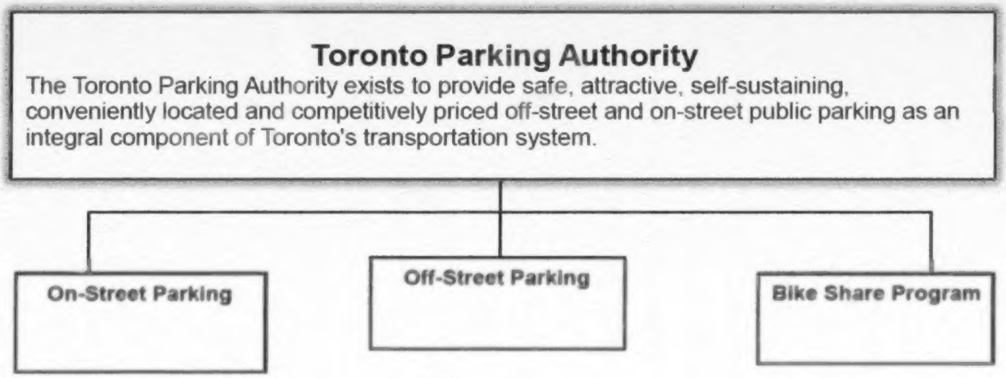
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- Innovative and efficient expansion of Services by utilizing new technologies.
  - ✓ The 2016 Budget continues to allocate funding for development of a mobile phone payment program allowing for the use of cell phone/smart phone/tablet based technologies.
- Decline in parking revenues due to on-going City wide road construction, various special events, loss of on-street spaces and closure of off-street carparks.
  - ✓ Toronto Parking Authority continues to collaborate with other City programs in order to minimize negative impact on both, on-street and off-street parking revenues through coordination and information sharing.
- Satisfying short-term parking needs in an environment of increasing land and development costs
  - ✓ Leverage land values through Joint Venture redevelopment with private and public sectors as a means of funding an increase in parking supply.

Program Map



Toronto Parking Authority

The Toronto Parking Authority exists to provide safe, attractive, self-sustaining, conveniently located and competitively priced off-street and on-street public parking as an integral component of Toronto's transportation system.

On-Street Parking

Purpose:
To provide safe, attractive, clean, convenient, well-maintained, affordable on- street parking in support of the continued prosperity of the City's communities.

The Authority manages an estimated 19,500 on-street spaces controlled by the highly successful and profitable pay-and-display environmentally friendly technology or single spaced meters.

Off-Street Parking

Purpose:
To provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities.

The Authority manages:

- Approximately 21,800 off-street spaces, which include 12 attended lots, 13 fully automated garages and 180 unattended lots.
- Roughly 13,600 spaces at the Toronto Transit Commission (TTC) park-and-ride facilities.
- Over 2,000 spaces for the Parks, Forestry and Recreation Program along the waterfront and other areas of the City.

Bike Share Program

Purpose:
To provide convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

The Authority manages:

- 1,000 bicycles
- 80 docking stations

Legend:
▭ Program
▭ Activity
▭ Service

Service Customer

On-Street Parking

- Local Business Customers
- People on Personal Business
- People on Business
- Short Stay Customers

Off-Street Parking

- Local Business Customers
- People on Personal Business
- People on Business
- Longer Stay Customers
- Residential

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget			2016 vs. 2015 Budget Approved Changes		Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget			2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Off-Street Parking											
Gross Expenditures	67,391.5	68,690.0	70,179.9		70,179.9	2,788.4	4.1%	(25.3)	(0.0%)	(1,520.2)	(2.2%)
Revenue	84,918.0	87,186.8	87,816.9		87,816.9	2,898.9	3.4%				
Net Expenditures	(17,526.5)	(18,496.8)	(17,637.0)	-	(17,637.0)	(110.5)	0.6%	(25.3)	0.1%	(1,520.2)	8.6%
On-Street Parking											
Gross Expenditures	13,679.2	11,993.4	13,649.6		13,649.6	(29.6)	(0.2%)	(1,880.5)	(13.8%)	53.3	0.5%
Revenue	48,398.3	48,398.3	48,258.4		48,258.4	(139.9)	(0.3%)				
Net Expenditures	(34,719.1)	(36,404.9)	(34,608.9)	-	(34,608.9)	110.3	(0.3%)	(1,880.5)	5.4%	53.3	(0.1%)
Bike Share											
Gross Expenditures	913.1	913.1	913.1		913.1	-					
Revenue	913.1	913.1	913.1		913.1	-					
Net Expenditures	-	-	-	-	-	-	-	-		-	
Total											
Gross Expenditures	81,983.8	81,596.5	84,742.6	-	84,742.6	2,758.8	3.4%	(1,905.8)	(2.2%)	(1,466.9)	(1.8%)
Revenue	134,229.4	136,498.2	136,988.4	-	136,988.4	2,759.0	2.1%				
Total Net Expenditures	(52,245.6)	(54,901.7)	(52,245.8)	-	(52,245.8)	(0.2)	0.0%	(1,905.8)	3.6%	(1,466.9)	2.7%
Approved Positions	299.4	299.4	302.4	-	302.4	3.0	1.0%				

The Toronto Parking Authority's 2016 Total Operating Budget is $84.743 million gross and ($52.246) million in net revenue, representing no change from the 2015 Approved Net Operating Budget.

- Base pressures of $5.259 million are mainly attributable to non-labour inflationary increases ($0.996 million) and inflationary increases in salaries and benefits ($0.900 million), which are common to both Off-*Street and On-Street Parking Services,* as well as increased rent costs for *Off-Street* carparks ($2.256 million) and a general decrease in revenue generated from *On-Street* parking ($1.202 million).
- To fully offset the above pressures, the Program was able to achieve service efficiency savings of $0.044 million through efficiencies achieved as a result of mobile payment technology, as well as $5.214 million in additional revenues generated from parking rate and hour of operation increases, which were approved by Council in September 2015 and the opening of new carparks.
- The 2016 Operating Budget results in Toronto Parking Authority increasing its total staff complement by 3 positions from 299.4 to 302.4.
- The 2017 and 2018 Plans reflect savings predominately attributable to reduced expenditures in 2017 following the completion of the refurbishment of Pay and Display parking machines in 2016 ($1.343 million) and reduced 2018 expenditures as rent payments for carpark 15 will not be required beyond 2017 ($1.560 million).

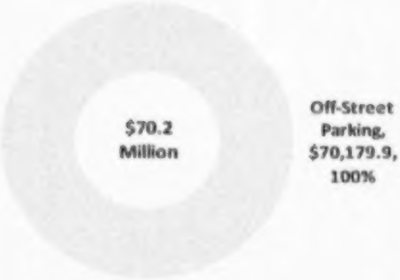
Off-Street Parking

Off-Street Parking

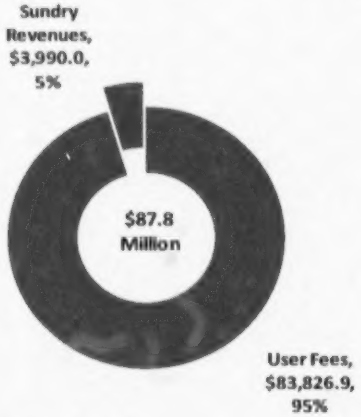
What We Do

- Provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities.

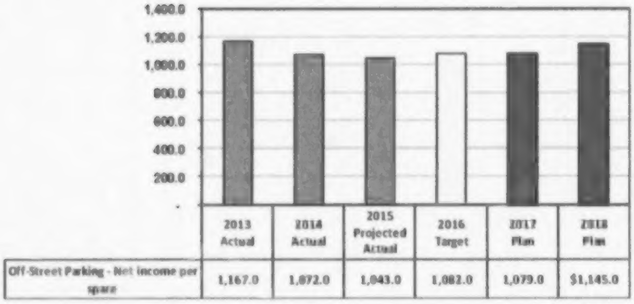
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Off-Street Parking – Net Income Per Space



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Off-Street Parking - Net income per space	1,167.0	1,072.0	1,043.0	1,082.0	1,079.0	$1,145.0

- Starting in 2013 net income per space is on a decline.
- The ability to maintain historical off-street profit margins become more difficult as operating costs continued to grow and more lower-margin managed carparks are added to the portfolio.
- In addition, parking revenues were on a downward trend due to closure of carparks for maintenance and to accommodate other City's development priorities.
- 2016 target is showing slight sign of recovery from 2015 projected actual.

2016 Service Levels

Off-Street Parking

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Off-Street Parking	Surface Car Parks	Approved	80%-90% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	**85% occupancy of available spaces in established areas**
	Parking Garages	Approved	80%-90% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	**85% occupancy of available spaces in established areas**

The 2016 Service Levels for Off-Street parking are increased by 5% from the approved 2015 Service Levels, to accurately demonstrate the increase in TPA's service levels for 2016.

Table 2

2016 Service Budget by Activity

	2015	2016 Operating Budget										Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
Off-Street Parkig	67,391.5	70,195.0	(15.1)	70,179.9	2,788.4	4.1%		**70,179.9**	2,788.4	4.1%	(25.3)	0.0%	(1,520.2)	(2.2%)
Total Gross Exp.	67,391.5	70,195.0	(15.1)	70,179.9	2,788.4	4.1%		**70,179.9**	2,788.4	4.1%	(25.3)	0.0%	(1,520.2)	(2.2%)
REVENUE														
Off-Street Parkig	84,918.0	84,382.5	3,434.4	87,816.9	2,898.9	3.4%		**87,816.9**	2,898.9	3.4%				
Total Revenues	84,918.0	84,382.5	3,434.4	87,816.9	2,898.9	3.4%		**87,816.9**	2,898.9	3.4%				
NET EXP.														
Off-Street Parkig	(17,526.5)	(14,187.5)	(3,449.5)	(17,637.0)	(110.5)	0.6%		**(17,637.0)**	(110.5)	0.6%	(25.3)	0.1%	(1,520.2)	8.6%
Total Net Exp.	(17,526.5)	(14,187.5)	(3,729.2)	(17,916.7)	(110.5)	0.6%		**(17,916.7)**	(110.5)	0.6%	(25.3)	0.1%	(1,520.2)	7.8%
Approved Positions	264.4	267.4		267.4	3.0	1.1%		**267.4**	3.0	1.1%		0.0%		0.0%

The ***Off-Street Parking Service*** provides approximately 21,500 safe, attractive, clean, convenient, well-maintained, affordable off-street parking spaces in support of the continued prosperity of the City's communities. It also manages parking facilities with about 17,062 parking spaces for other City programs such as TTC, Parks, Forestry and Recreation and along waterfront and other areas of the City.

The Off-Street Parking's 2016 Operating Budget of $70.178 million gross and ($17.637) million net is $0.111 million or 0.6% under the 2015 Approved Net Budget.

In addition to base budget pressures common across all services, pressures unique for Off-Street Parking are primarily due to higher rental costs for new parking lots opened in 2015 and the continued operation of carpark 15 purchased by the developer ($2.256 million). These gross expenditure pressures were partially offset by the reduction in property taxes due to sale of carpark 15 ($1.333 million).

To offset the pressures noted above, the 2016 service changes for the Off-Street Parking Service consist of service efficiency savings of $0.015 million and revenue changes of $3.714, as detailed below:

User Fee Rate Increase (additional revenue of $2.840 million net)

- Increase in rate revenue arising from approved changes in user rate increases in Off-Street parking facilities.

Opening of New Carparks (new revenue of $0.874 million net)

- The 2016 Operating Budget includes new revenue realized from new parking lots opened in 2015 in the amount of $0.874 million.

Ticket Expense Decrease (savings of $0.015 million gross $0.015 million net)

- Increase in mobile payment usage, resulting in the anticipated lower usage of tickets, decreases the Off-Street parking ticket expense budget by $0.015 million.

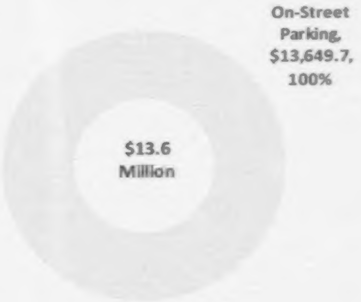
On-Street Parking

On-Street Parking

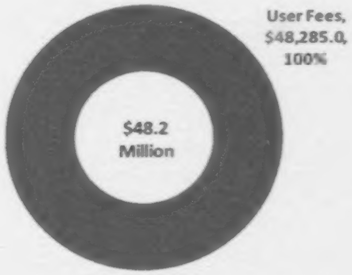
What We Do

- Provide safe, attractive, clean, convenient, well-maintained, affordable off-street parking in support of the continued prosperity of the City's communities.

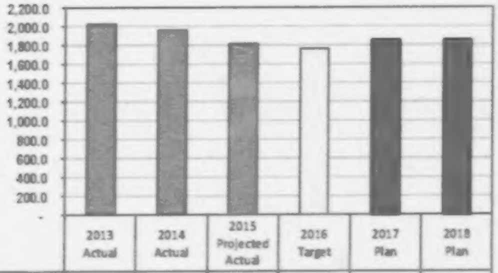
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



On Street Parking – Net Income Per Space



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
On-Street Parking - Net income per space	2,026.0	1,965.0	1,819.0	1,766.0	1,862.0	$1,859.0

- Net income per on-street parking space has grown since 2009. However, since 2014 revenues are on decline, as a result of converting hours of available operation to other road uses and on-going road construction activities.
- The continued utilization of new technologies is expected to return a greater income per parking space.

2016 Service Levels

On-Street Parking

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
On-Street Parking		Approved	80%-90% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas	80% occupancy of available spaces in established areas

The 2016 Service Levels are consistent with the approved 2015 Service Levels.

Table 3

2016 Service Budget by Activity

	2015	2016 Operating Budget									Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget	% Change	New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	%	$	$	$	%	$	%	$	%
GROSS EXP.														
On-Street Parking	13,679.2	13,679.0	(29.3)	13,649.7	(29.5)	(0.2%)		**13,649.7**	(29.5)	(0.2%)	(1,880.5)	-13.8%	53.3	0.5%
Total Gross Exp.	13,679.2	13,679.0	(29.3)	13,649.7	(29.5)	(0.2%)		**13,649.7**	(29.5)	(0.2%)	(1,880.5)	-13.8%	53.3	0.5%
REVENUE														
On-Street Parking	48,398.3	48,398.3	(140.0)	48,258.3	(140.0)	(0.3%)		**48,258.3**	(140.0)	(0.3%)				
Total Revenues	48,398.3	48,398.3	(140.0)	48,258.3	(140.0)	(0.3%)		**48,258.3**	(140.0)	(0.3%)				
NET EXP.														
On-Street Parking	(34,719.1)	(34,719.3)	110.7	(34,608.6)	110.5	(0.3%)		**(34,608.6)**	110.5	(0.3%)	(1,880.5)	5.4%	53.3	(0.1%)
Total Net Exp.	(34,719.1)	(34,719.3)	(1,529.3)	(36,248.7)	110.5	(0.3%)		**(36,248.7)**	110.5	(0.3%)	(1,880.5)	5.2%	53.3	(0.1%)
Approved Positions	35.0	35.0		35.0				**35.0**				0.0%		-

The ***On-Street Parking Service*** provides approximately 19,600 safe, attractive, clean, convenient, well-maintained, affordable on-street parking spaces in support of the continued prosperity of the City's communities.

The On-Street Parking's 2016 Operating Budget of $13.650 million gross and ($34.609) million net revenue is $0.111 million or 0.3% over the 2015 Approved Net Budget.

In addition to base budget pressures common across all services (totalling $0.191 million for On-Street parking), the On-Street Parking Service reflects reduced experienced reduction in base budget pressure of $0.069 million mainly for materials and supplies expenses, resulting from lower ticket usage caused by increased usage of mobile payment technology.

This Service is budgeting revenue losses ($1.547 million net) mainly due to a decrease in hours of available operation impacting the usage of on-street parking in the downtown core ($1.202 million). Other City road uses such as food trucks, motorcycles, introduction of bike lanes and on-going City wide construction resulted in further reduction of on-street parking revenues ($0.438 million).

In order to offset the remaining base budget pressures and reduction in revenue, the 2016 service changes for an On-Street Parking Service consist of base revenue savings of $1.500 million and service efficiency savings of $0.029 million as detailed below:

User Fee Rate Increase (additional revenue of $1.500 million net)

- Increase in rate revenue arising from approved changes in hourly rates and hours of operations as adopted by City Council on September 30, 2015 following consideration of the report entitled, ***Changes to the On-Street Parking Rates and Hours of Operation (GM6.24)*** results in savings of $1.500 million for On-Street parking.

Ticket Expense Decrease (savings of $0.029 million)

- Increase in mobile payment usage results in lower usage of tickets for On-Street Parking and a decrease in ticket expense budget by $0.029 million.

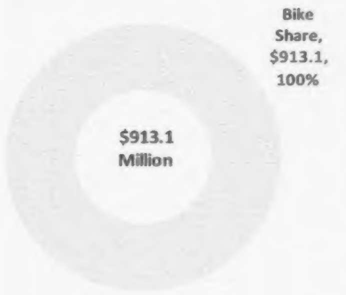
Bike-Share Program

Bike Share Program

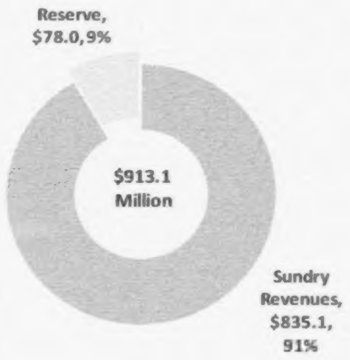
What We Do

- Provide convenient access to high quality well maintained bicycle rentals to use for urban cycling on a short term basis.

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2016 Service Levels

Bike Share Program

Activity	Sub-Activity/Type	Status	2013	2014	2015	2016
Bike Share		Approved				70 -75% occupancy of available rental usage on the available bikes

The Toronto Parking Authority has established appropriate service level standards for the Bike Share Program for 2016.

Table 4

2016 Service Budget by Activity

	2015	2016 Operating Budget										Incremental Change			
	Approved Budget	Base Budget	Service Changes	2016 Base	Base Budget vs. 2015 Budget		New/ Enhanced	2016 Budget	2016 Budget vs. 2015 Budget		2017 Plan		2018 Plan	
($000s)	$	$	$	$	$	% Change	$	$	$	%	$	%	$	%
GROSS EXP.														
Bike Share	913.1	913.1		913.1	0.0	0.0%		913.1	0.0	0.0%				
Total Gross Exp.	913.1	913.1		913.1	0.0	0.0%		913.1	0.0	0.0%				
REVENUE														
Bike Share	913.1	913.1		913.1	0.0	0.0%		913.1	0.0	0.0%				
Total Revenues	913.1	913.1		913.1	0.0	0.0%		913.1	0.0	0.0%				
NET EXP.														
Bike Share	0.0	0.0		0.0	0.0	0.0%		0.0	0.0	0.0%				
Total Net Exp.	0.0	0.0		0.0	0.0	0.0%		0.0	0.0	0.0%				
Approved Positions														

The ***Bike Share Service*** provides convenient access to high quality, well maintained bicycle rentals to use for urban cycling on a short term basis. It has a fleet of approximately 1,000 bicycles utilizing 80 stations. This service was transferred to Toronto Parking Authority at the end of 2013. At the time, City Council also established a Bike Share Program reserve to fund the interim and transitions costs. No further adjustments were made to the 2014 Operating Budget for Toronto Parking Authority.

The Bike Share Service's 2016 Operating Budget of $0.913 million gross and $0 million is the same as the 2015 Approved Net Budget.

Base budget pressures in the Bike Share Service are primarily due to the following:

- Monthly payments to the selected third-party operator, as well as other administration and management costs incurred by the Toronto Parking Authority.
- These expenses will be fully recovered from sponsorship and other revenues resulting in a $0 net costs for this service.
- The 2016 Operating Budget does not include any funding to further expand this service. Any further plans will be developed after the current Bike Share Program stabilizes and funding requirements will be identified during the 2017 and future year budget processes.

Toronto Parking Authority

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

With stewardship over the City's on-street and off-street parking spaces and Bike Share Program, The Toronto Parking Authority manages an estimated 19,600 on-street parking spaces controlled by environmentally friendly pay-and-display technology or single spaced meters. It also maintains approximately 21,500 off-street spaces in 12 attended lots, 13 fully automated garages, and 180 unattended lots. The Bike Share system with a fleet of approximately 1,000 bicycles utilizing a network of 80 stations was transferred to the Authority at the end of 2013. The total estimated replacement value of the Toronto Parking Authority assets is $675.846 million.

The 10-Year Capital Plan of $377.675 million balances infrastructure renewal needs and service improvement projects to meet the forecasted increase in demand for off-street parking, while minimizing service interruptions and revenue losses. The Authority's strategic priorities include continued improvements to customer service through innovative solutions, efficient expansion of services via joint partnership with the private sector, and utilization of new technologies to reduce operating costs.

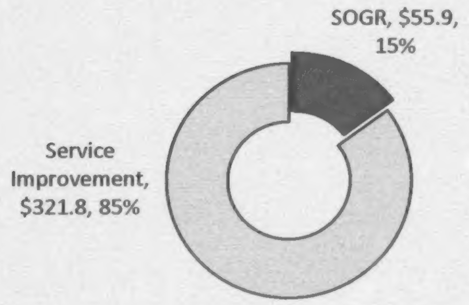
2016 Capital Budget Highlights

The 2016 Capital Budget for Toronto Parking Authority of $52.045 million, excluding carry forward funding, will:

- ✓ Continue to address ongoing state of good repair projects including structural maintenance and technical upgrades of on-street and off-street parking facilities ($4.750 million).
- ✓ Implement Toronto Bikeshare system expansion ($4.900 million).
- ✓ Deliver continued greening of carparks ($1.600 million).
- ✓ Continue implementation of pay-and-display units ($2.002 million) and expansion of additional levels for Carpark 1 ($5.145 million).
- ✓ Begin development of several new carparks including Carpark 272 at 775 King Street ($6.000 million) and Carpark 655 at Eglinton W. ($9.800 million)

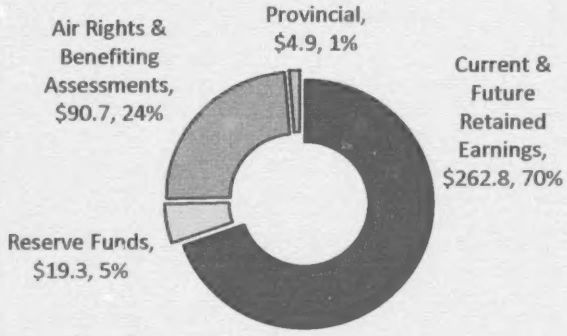
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$377.675 Million

2016-2025 Capital Budget and Plan by Funding Source



$377.675 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $377.675 million provides funding for:

- State of Good Repair (SOGR) projects of $55.850 million to maintain assets in a current state of good repair and prevent any future backlog, and
- Service Improvement projects with total expenditures of $321.825 million for the expansion or re-development of approximately 62 off-street parking facilities.

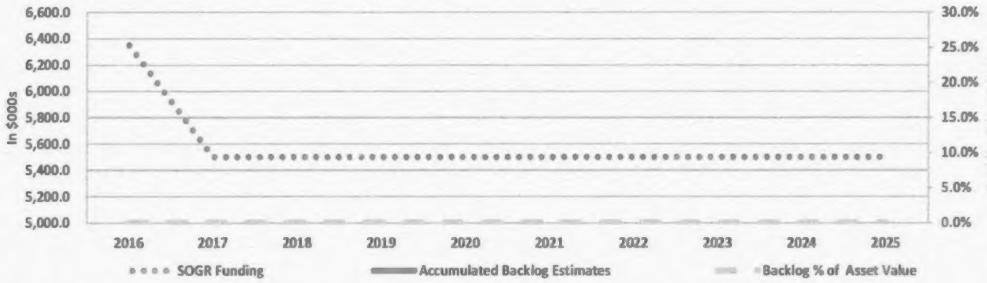
Where does the money come from?

Over the 10 year capital planning horizon, the Authority continues to be 100% self-sustaining with no reliance on City debenture financing.

- Current and future retained earnings represent the largest source of financing reflecting 70% or $262.820 million of total funding.
- Proceeds from the sale of air rights arising from an anticipated 14 joint venture redevelopment projects will provide 24% or $90.705 million of required funding.
- Provincial funding for Bike Share expansion represents 1.3% or $4.900 million; and,
- Funding from the TPA specific Capital Expenditure Reserve Fund amounts to 5% or $19.250 million of total funding.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $55.850 million for State of Good Repair. It is sufficient to maintain assets in a current state of good repair and prevent any future backlog.

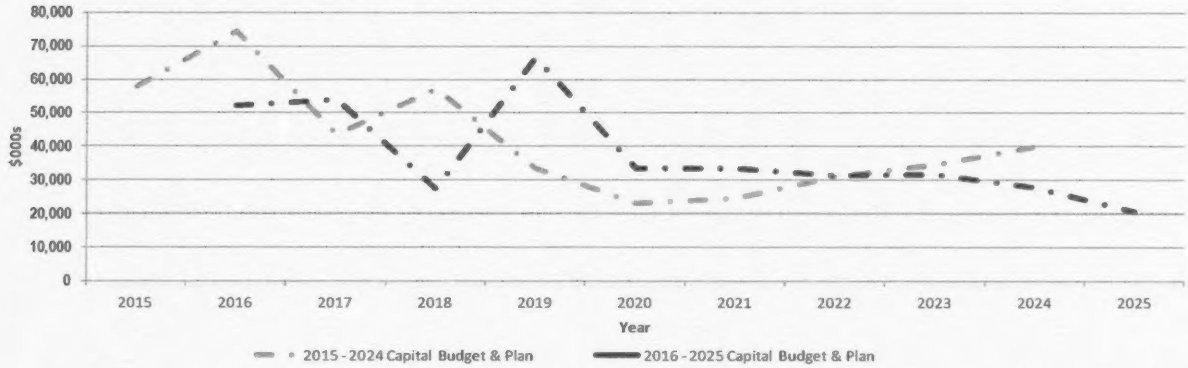


Key Changes to the 2015 - 2024 Approved Capital Plan

e 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $41.935 million in capital funding from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $41.935 million or 10.0% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	57,934	74,447	43,485	57,312	33,439	23,068	24,297	31,027	34,659	39,942		**419,610**
2016 - 2025 Capital Budget & Plan		52,045	53,885	27,457	66,339	33,568	33,297	31,127	31,659	27,692	20,606	**377,675**
Change %		(30.1%)	23.9%	(52.1%)	98.4%	45.5%	37.0%	0.3%	(8.7%)	(30.7%)		**(10.0%)**
Change $		(22,402)	10,400	(29,855)	32,900	10,500	9,000	100	(3,000)	(12,250)		**(41,935)**

As made evident in the chart above, the $41.935 million decrease in the Capital Program is primarily driven by the change in capital funding approved in 2015 compared to the funding requirements planned in 2025. However, part of the 2015 funding will be carried forward to 2016.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $4.607 million decrease in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from the reprioritization of Toronto Parking Authority's capital projects based on the following factors:

- ✓ Unavailability of appropriate sites for previously planned off-street parking facilities.
- ✓ Delays in on-going negotiations for identified sites and complex issues surrounding joint venture agreements with third parties.

The following table provides details by project category within the 2016 – 2025 Capital Budget and Plan for the Toronto Parking Authority.

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Structural Maintenance & Technology Green Plus		6,350	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	5,500	**55,850**	55,850
Sub-Total		**6,350**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**55,850**	**55,850**
Service Improvements													
Harbourfront										4,500		**4,500**	4,500
Expanded Facilities - Bloor St West (Glendonwynne to Durie)									2,500			**2,500**	2,500
King/Spadina Re-investment Area (W of Spadina, Portland to Bathurst)									12,500			**12,500**	12,500
Harbord - Spadina to Major							2,000					**2,000**	2,000
Queen St West (Spadina to Bellwoods)											2,250	**2,250**	2,250
Davisville/ Yonge								3,000				**3,000**	3,000
Kingston Road - West of Victoria Park (YMCA)			3,400									**3,400**	3,400
Queen East - Kippendavie to Lee							3,000					**3,000**	3,000
Avenue Rd & Davenport							2,500					**2,500**	2,500
North York Centre - South (Sheppard to Finch)								4,000				**4,000**	4,000
Rosedale/Woodlawn		3,500										**3,500**	3,500
Bay/ Lakeshore (Downtown Fringe - South)								10,000				**10,000**	10,000
King/ E. of Spadina - Revitalization SE Corner								6,000				**6,000**	6,000
St. Clair W - CP 41 (7 Norton) Corso Italia Garage							10,900					**10,900**	10,900
Redevelopment of Carpark 12 - JV (30 Alvin)					9,300							**9,300**	9,300
Financial District East of University										10,000		**10,000**	10,000
St. Lawrence Market North				14,500								**14,500**	14,500
Gerrard St East (Broadview/Coxwell)											2,000	**2,000**	2,000
CP 1 - Addition of 2 Levels		5,145										**5,145**	5,145
Spadina/ Bloor (Redevelopment of CP 31)									4,000			**4,000**	4,000
College/Dovercourt								2,000				**2,000**	2,000
Roncesvalles											2,000	**2,000**	2,000
Pay & Display Upgrade On-line Credit Card Authorization		460	485	512	539	568	597	627	659	692	356	**5,495**	5,495
Queen/ Soho			10,500									**10,500**	10,500
Oakwood, W.of Eglinton (Redevelopment of CP 664)				445								**445**	445
CP 15 Redevelpment (JV)					39,200							**39,200**	39,200
Chinahouse (CP 655) 935 Eglinton Ave. East Garage		9,800										**9,800**	9,800
Redevelopment of CP 5 (Garage)					3,200							**3,200**	3,200
Redevelopment of CP 412									4,000			**4,000**	4,000
Redevelopment of CP 224 Liberty Village			8,000									**8,000**	8,000
Little Italy							3,500					**3,500**	3,500
1117 Dundas W/ Dovercourt CP 204					8,600							**8,600**	8,600
Yonge, S. of Eglinton										7,000		**7,000**	7,000
Redevelopment of CP 217			10,600									**10,600**	10,600
CP 168 Expansion				500								**500**	500
Yonge/ York Mills (355 spaces)						14,500						**14,500**	14,500
REDEVELOPMENT OF CP 411 (ROE AVENUE)									2,500			**2,500**	2,500
St. Clair/ Oakwood 287 Rushton		1,713										**1,713**	1,713
Cabbagetown							2,400					**2,400**	2,400
Nesbitt Lodge CP 17				2,100								**2,100**	2,100
Leslieville (Queen, E. of Carlaw/ Coxwell)							2,900					**2,900**	2,900
2204, 2212 Eglinton W. (CP 673)		285										**285**	285
Bloor/ Dundas (Lithuanian House)			2,900									**2,900**	2,900
826, 833, 835 St. Clair W			2,000									**2,000**	2,000
Metropolitan						12,500						**12,500**	12,500
Bloor/ Bathurst											8,500	**8,500**	8,500
11 Wellesley			6,500									**6,500**	6,500
P&D 3G Modem & Emulation Board		1542										**1,542**	1,542
1220-1222 Wilson Ave		950										**950**	950
242 Danforth, E. of Broadview CP 78 expansion		400										**400**	400
Carpark Provisions 2016		10000										**10,000**	10,000
775 King Street (CP 272)		6000										**6,000**	6,000
CP 505 Cliveden Expansion		500										**500**	500
Weston Cultural Hub 16 John St. & 2 Elsmere				800								**800**	800
8 Abitibi						500						**500**	500
Greektown (Danforth East) 811-813 Broadview Ave				500								**500**	500
50 Wellesley				2,400								**2,400**	2,400
Weston Cultural Hub 6 Elsmere (CP 671)				200								**200**	200
Bessarion Commnunity Centre			4,000									**4,000**	4,000
Parking Guidance System		500										**500**	500
Bikeshare Expansion Metrolinx		4900										**4,900**	4,900
Sub-Total		**45695**	**48,385**	**21,957**	**60,839**	**28,068**						**321,825**	**321,825**
Total Expenditures by Category (excluding carry forward)		**52045**	**53,885**	**27,457**	**66,339**	**33,568**	**5,500**	**5,500**	**5,500**	**5,500**	**5,500**	**377,675**	**377,675**

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
New Projects - Future Years														
CP 1 - Addition of 2 Levels			(650.0)								(650.0)		(650.0)	
Carpark Provisions 2016			(500.0)								(500.0)		(500.0)	
775 King Street (CP 272)			(300.0)								(300.0)		(400.0)	
Chinahouse (CP 655) 935 Eglinton Ave. East Garage			(195.0)		(195.0)						(390.0)		(390.0)	
1220-1222 Wilson Ave			(193.0)								(193.0)		(193.0)	
Rosedale/Woodlawn			(175.0)								(175.0)		(175.0)	
Chinahouse (CP 655) 935 Eglinton Ave. East Garage			(165.0)								(165.0)		(165.0)	
242 Danforth, E. of Broadview CP 78 expansion			(163.0)								(163.0)		(163.0)	
2204, 2212 Eglinton W. (CP 673)			(137.0)								(137.0)		(137.0)	
St. Clair/ Oakwood 287 Rushton			(100.0)								(100.0)		(100.0)	
CP 505 Cliveden Expansion			(25.0)								(25.0)		(25.0)	
Queen/ Soho					(525.0)						(525.0)		(525.0)	
Redevelopment of CP 224 Liberty Village					(400.0)						(400.0)		(400.0)	
11 Wellesley					(325.0)						(325.0)		(325.0)	
Redevelopment of CP 217 (JV) Garage (46 spaces $8,000)					(240.0)		(240.0)				(480.0)		(480.0)	
Bessarion Community Centre					(200.0)						(200.0)		(200.0)	
Kingston Road - West of Victoria Park (YMCA)					(170.0)						(170.0)		(170.0)	
Bloor/ Dundas (Lithuanian House)					(145.0)						(145.0)		(145.0)	
Redevelopment of CP 217					(130.0)						(130.0)		(130.0)	
826, 833, 835 St. Clair W					(100.0)						(100.0)		(100.0)	
St. Lawrence Market North							(725.0)				(725.0)		(725.0)	
50 Wellesley							(120.0)				(120.0)		(120.0)	
Nesbitt Lodge CP 17							(105.0)				(105.0)		(105.0)	
Weston Cultural Hub 16 John St. & 2 Elsmere							(40.0)				(40.0)		(40.0)	
CP 168 Expansion							(25.0)				(25.0)		(25.0)	
Greektown (Danforth East) 811-813 Broadview Ave							(25.0)				(25.0)		(25.0)	
Oakwood, W.of Eglinton (Redevelopment of CP 664)							(22.0)				(22.0)		(22.0)	
Weston Cultural Hub 6 Elsmere (CP 671)							(10.0)				(10.0)		(10.0)	
CP 15 Redevelpment (JV)									(1,610.0)		(1,610.0)		(1,610.0)	
Redevelopment of Carpark 12 - JV (30 Alvin)									(465.0)		(465.0)		(465.0)	
1117 Dundas W CP 204 Retail (9,000 sq ft $6,000)									(180.0)		(180.0)		(360.0)	
Redevelopment of CP 5 (Garage)									(160.0)		(160.0)		(160.0)	
1117 Dundas W/ Dovercourt CP 204									(130.0)		(130.0)		(130.0)	
Harbourfront													(225.0)	
Expanded Facilities - Bloor St West (Glendonwynne to Dune)													(125.0)	
King/Spadina Re-investment Area (W of Spadina, Portland to Bathurst)													(625.0)	
Harbord - Spadina to Major													(100.0)	
Queen St West (Spadina to Bellwoods)													(112.5)	
Davisville/ Yonge													(150.0)	
Queen East - Kippendavie to Lee													(150.0)	
Avenue Rd & Davenport													(125.0)	
North York Centre - South (Sheppard to Finch)													(200.0)	
Bay/ Lakeshore (Downtown Fringe - South)													(500.0)	
King/ E. of Spadina - Revitalization SE Corner													(300.0)	
St. Clair W - CP 41 (7 Norton) Corso Italia Garage													(212.2)	
Financial District East of University													(500.0)	
Gerrard St East (Broadview/Coxwell)													(100.0)	
Spadina/ Bloor (Redevelopment of CP 31)													(200.0)	
College/Dovercourt													(100.0)	
Roncesvalles													(100.0)	
Redevelopment of CP 412													(200.0)	
Little Italy													(175.0)	
Yonge, S. of Eglinton													(350.0)	
Yonge/ York Mills (355 spaces)													(725.0)	
REDEVELOPMENT OF CP 411 (ROE AVENUE)													(125.0)	
Cabbagetown													(120.0)	
Leslieville (Queen, E. of Carlaw/ Coxwell)													(145.0)	
Metropolitan													(625.0)	
Bloor/ Bathurst													(425.0)	
8 Abitibi													(25.0)	
St. Clair W - CP 41 (7 Norton) Retail (10,000 sq ft $6,700) Air Rights													(402.0)	
Total		-	**(2,603.0)**	-	**(2,430.0)**	-	**(1,312.0)**	-	**(2,545.0)**	-	**(8,890.0)**	-	**(16,211.7)**	-

The 10-Year Capital Plan will decrease future year Operating Budgets by a total of $16.212 million net over the 2016 – 2025 period, as shown in the table above.

- Incremental operating revenue from user fees is generated in the year following completion of parking facilities, assuming that construction was completed by December 31st of the respective budget year. In assessing the financial viability of new carparks and surface lots, an annual 5% net rate of return has been used, based on past net profit history.
- The Authority has not identified any new positions arising from new off-street parking facilities. New parking facilities and/or related infrastructure will not have parking attendants and will be primarily served by pay-and-display machines. Automation allows the carparks to operate on a 24 hour basis. Maintenance of new facilities will be provided by existing Toronto Parking Authority staff.

Toronto and Region Conservation Authority (TRCA)

2016 OPERATING BUDGET OVERVIEW

TRCA protects, restores and celebrates the natural environment in Toronto and the surrounding Toronto region through the development and application of watershed plans, innovative environmental science and education programs.2016 Budget Highlights

The tax-supported cost to deliver this service to Toronto residents in 2016 is $3.543 million while the rate supported cost is $4.713 million for a total City cost of $8.256 million, as shown below.

(in $000's)	2015 Approved	2016 Budget	Change $	Change %
Gross Expenditures	40,187.0	40,519.0	332.0	0.8%
Gross Revenues	32,133.0	32,263.0	130.0	0.4%
Net Expenditures	**8,054.0**	**8,256.0**	**(202.0)**	**(2.5%)**
Less: Toronto Water Contribution	4,598.0	4,713.0	115.0	2.5%
Tax-Supported	**3,456.0**	**3,543.0**	**87.0**	**2.5%**

TRCA is facing an expenditure pressure of $0.332 million due to the salary and benefits increases which are partially offset by additional funding of $0.130 million from other municipality partners and user fee revenue increases. The Toronto Water contribution will increase by $0.115 million and the tax-supported portion will be limited to $0.087 million or 2.5%.

Fast Facts

- TRCA was formed in 1957 under the Conservation Authorities Act.
- Today, TRCA owns more than 44,000 acres of land in the Toronto region, employs more than 400 full time employees and coordinates more than 3,000 volunteers each year.
- Apart from Toronto, TRCA receives funding from Regions of York, Peel and Durham, Town of Mono and the Township of Adjala-Tosorontio.
- City of Toronto funds the TRCA Operating costs from the sale of water and property taxes.

2016 Operating Budget Highlights

- Allocate public funding into programming that sustains Toronto region as a desirable and competitive location for socially, environmentally, and economically desirable industries and/or enhances citizen, community, and ecosystem, health;
- Maintain and advances science, monitoring, technology, and/or best practices in support of TRCA and partner objectives; and
- Build productive partnerships, collaborations, and networks, in particular those otherwise unlikely through traditional public, private, or non-profit avenues.

2015 Key Service Accomplishments

In 2015, TRCA accomplished the following:

- ✓ Streamlined HR processes into the electronic realm and rolled out a new Performance Management process for better accountability and monitoring of staff performance, while improving an atmosphere of personal growth and development.
- ✓ Rolled out new system for reporting to the board which streamlined processes, as well as provides greater functionality for board members, staff and the public.
- ✓ Launched new program partnership with the Stephen Leacock Foundation to provide improved learning, engagement and stewardship activities for youth in five priority communities in the Toronto. This includes overnight summer camp opportunities at Albion Hills Field Centre, outdoor education experiences at Tommy Thompson Park, the Kortright Centre for Conservation and TRCA Field Centres, as well as in-community stewardship and learning activities designed to support community development outcomes.
- ✓ Engaged 29 new Canadian residents internationally trained professionals in TRCA's Bridge Training Program, which supports job development for skilled new Canadians.
- ✓ 71% increase in presentations and 110% increase in participant engagement through TRCA multicultural outreach programs, for the January to June period, year over year.
- ✓ Provided daily flood forecasting and warning services to the City staff and the public.

Our Service Deliverables for 2016

TRCA will continue to maintain and improve the region's lands and waters, contribute to public safety from flooding and erosion, provide for the acquisition and management of conservation and hazard lands, and enhance the quality and variety of life in the community by providing lands for inter-regional outdoor recreation, heritage preservation and conservation education.

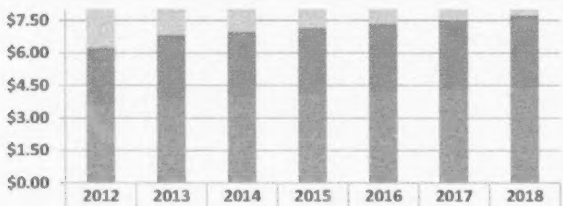
The 2016 Operating Budget will ensure the continuation of the service levels provided by TRCA, including:

- Managing public use programs and facilities at 9 Conservation Areas used by over 550,000 visitors and at Black Creek Pioneer Village used by over 140,000 visitors.
- Managing, protecting, and restoring water in 9 watersheds and land resources on 44,000 acres (of which 12,000 acres are in Toronto) and encouraging environmentally friendly practices and development progress on the Waterfront projects
- Delivering administrative services to meet regulatory compliance and organizational and governance requirements.
- Initiating major studies including the capital assessment management plan; update of Master Plan for Acquisition; and approval of Living City Policies.

Trends

- In 2015, TRCA received approximately 1,000 development permit applications, issued almost 1,000 development permits and 100 violations.
- The combined cost per Toronto resident has been moderately increasing at a rate of 2.5% per year from $6.25 per resident in 2012 to $7.37 per resident in 2016.
- In 2016, TRCA will plant 300,000 native trees/shrubs.
- Attendance at the Black Creek Pioneer Village expected to increase from 140,000 in 2015 to 141,000 in 2016.

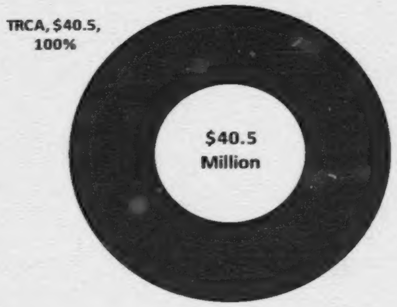
Cost of TRCA Operating Funding Per Toronto Resident

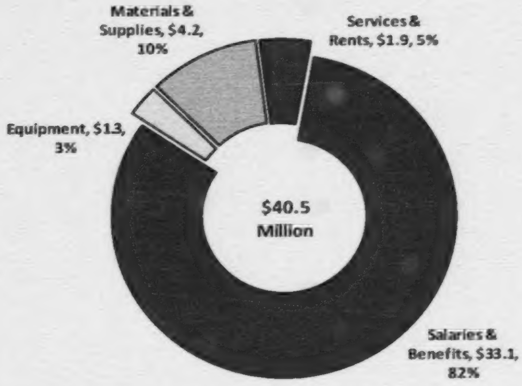


	2012 Actual	2013 Actual	2014 Actual	2015 Budget	2016 Plan	2017 Outlook	2018 Outlook
Total Cost to the Resident	$6.25	$6.83	$6.99	$7.18	$7.37	$7.55	$7.74
Operating funding per Toronto resident from levy (property taxes)	$2.68	$2.93	$3.00	$3.08	$3.17	$3.25	$3.33
Operating funding per Toronto resident from Water Rate	$3.57	$3.90	$3.99	$4.10	$4.20	$4.31	$4.41

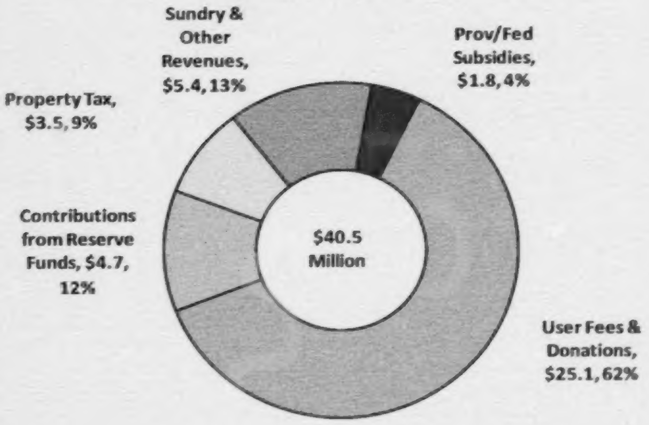
2016 Operating Budget Expenses & Funding

Where the money goes:


2016 Budget by Service


2016 Budget by Expenditure Category

Where the money comes from:

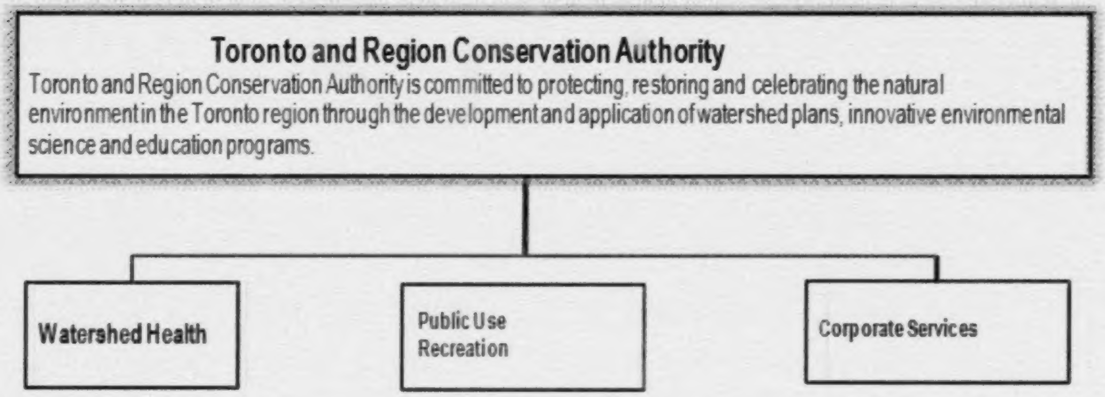

2016 Budget by Funding Source

Our Key Issues & Priority Actions

Funding Ratio - TRCA's total budget is approved by other municipalities; therefore the City of Toronto's share must maintain the ratio between these municipalities according to their share of overall TRCA property tax assessment base.

- As a result of the funding ratio, any major reductions to the City's support to TRCA's budget would require proportional reductions in funding from other municipalities. Therefore, reductions in service levels are not recommended at this time.
- TRCA is also pursuing continuous improvement in the development and delivery of all TRCA programs through creative partnerships and diverse funding sources.

Program Map



Toronto and Region Conservation Authority

Toronto and Region Conservation Authority is committed to protecting, restoring and celebrating the natural environment in the Toronto region through the development and application of watershed plans, innovative environmental science and education programs.

Watershed Health

Public Use Recreation

Corporate Services

Purpose:

TRCA activities focus on protection, management and restoration of water and land resources. This service includes Conservation Education programs at Kortright and 3 Field Centres with aim to influence people's stewardship of those resources.

Purpose:

TRCA provides facilities for public use at 9 Conservation Areas and Black Creek Pioneer Village. In addition this service includes activities that provide high quality and well used public use programs and facilities, and activities to promote healthy, active living.

Purpose:

Corporate management services include administrative services and support, strategic leadership, executive direction and decision making and organizational and governance requirements of the Authority.

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
TRCA											
Gross Expenditures	40,187.0	40,187.0	40,519.0		40,519.0	332.0	0.8%	662.0	1.6%	676.0	1.6%
Revenue	32,133.0	32,133.0	32,263.0		32,263.0	130.0	0.4%	455.0	1.4%	447.0	1.4%
Total Net Expenditures	8,054.0	8,054.0	8,256.0	-	8,256.0	202.0	2.5%	207.0	2.5%	229.0	2.7%
Less Toronto Water Contribution	4,598.0	4,598.0	4,713.0		4,713.0	115.0	2.5%	118.0		121.0	
Tax-Supported	3,456.0	3,456.0	3,543.0		3,543.0	87.0	2.5%	89.0		108.0	
Approved Positions	409.3	419.5	419.5	-	419.5	10.2	2.5%				

The TRCA's 2016 Operating Budget is $40.519 million gross and $8.256 million net, representing a 2.5% increase to the 2015 Approved Net Operating Budget.

TRCA was unable to meet the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- The 2016 Operating Budget of $8.256 million net has two funding sources: $4.713 million which is funded by a contribution from Toronto Water's rate-supported Operating Budget and the balance of $3.543 million which is funded from property taxes.
- Base pressures are mainly attributable to annual increases in salaries and benefits.
- The Program was able to achieve service efficiency savings within their gross expenditures to ensure that the City of Toronto portion remained at a 2.5% increase.
- The 2016 Operating Budget does not include any service level changes or New and Enhanced initiatives.
- Approval of the 2016 Operating Budget will result in the TRCA increasing its total staff complement by 10.2 positions from 409.3 to 419.5.
- The 2017 and 2018 Plan increases are attributable to annual increases for salaries and benefits.

Toronto and Region Conservation Authority (TRCA)

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

TRCA has stewardship of assets which are comprised of land, land improvements, buildings, infrastructure and capital work-in-progress in the Don, Rouge, Highland, Etobicoke-Mimico and Humber watersheds, as well as along the waterfront.

Approximately $175.529 million or 99.3% of funding included in the 10-Year Capital Plan is allocated to State of Good Repair projects which provide funding for major maintenance of existing waterfront erosion control structures, environmental rehabilitation, watershed monitoring and management, facilities retrofit, and damage caused by high intensity and localized storms.

The 10-Year Capital Plan also allocates $1.200 million or 0.7% of total funding for service improvement projects for the Waterfront Planning.

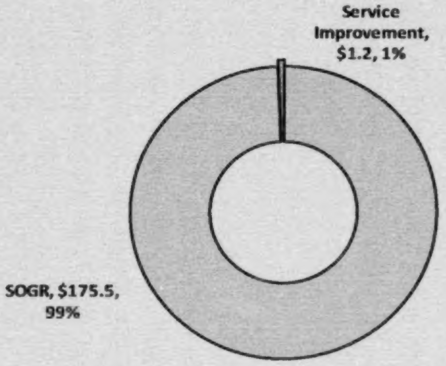
2016 Capital Budget Highlights

The 2016 Capital Budget for TRCA of $14.171 million will provide funding to continue the following major projects:

- ✓ Critical Erosion & Floodworks ($7.0 million): funding to address critical erosion control needs and damage caused by various storms.
- ✓ Living City Action Plan & Greenspace Acquisition ($2.876 million): funding for monitoring and re-naturalization of watercourses, water quality and habitat improvements.
- ✓ Waterfront & Valley Erosion Control ($1.550 million): funding for valley and shoreline erosion protection initiatives.
- ✓ Waterfront Development ($1.473 million): funding for site preparation and monitoring at various waterfront sites.
- ✓ Black Creek Village Retrofit ($0.350 million): funding to address the backlog of restoration and major maintenance.
- ✓ TRCA Administrative Infrastructure and Information Technology Improvements ($0.922 million): funding for new administrative offices and to upgrade and replace TRCA's information systems.

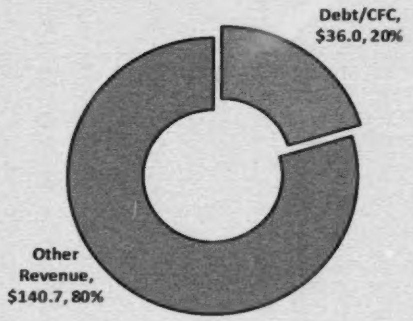
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$176.729 Million

2016-2025 Capital Budget and Plan by Funding Source



$176.729 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $176.729 million provides funding for these major areas:

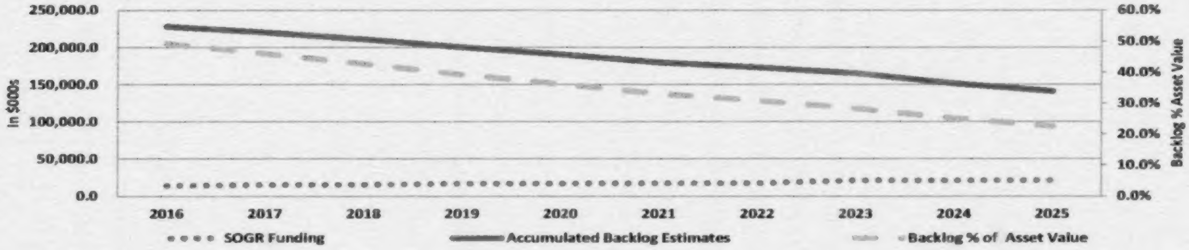
- ✓ Major maintenance of existing waterfront erosion control structures;
- ✓ Environmental rehabilitation
- ✓ Watershed monitoring and management;
- ✓ Facilities retrofit; and
- ✓ Damage caused by high intensity and localized storms.

Where does the money come from?

- ✓ New debt funding of $36.000 million comprises 20% of TRCA's 10-year capital funding which is in line with the debt affordability guideline in each year of the 10-year planning period.
- ✓ $140.729 million or 80% of the 10-Year Capital Plan fund $46.729 million in Toronto Water contribution to partially fund TRCA projects related to water quality and quantity and supplementary Toronto Water funding of $94.000 million for projects that will address critical erosion issues.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $175.529 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 49.2% in 2016 to 22.6% in 2025.

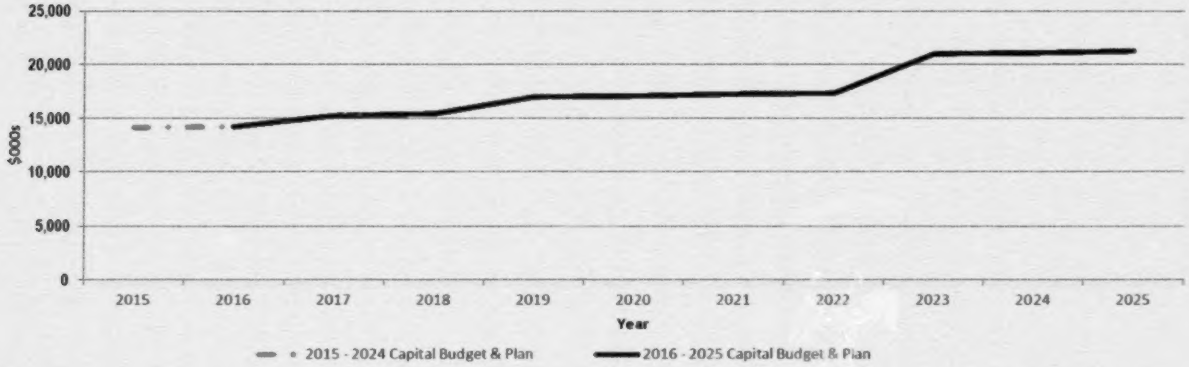


Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects an increase of $7.138 million in capital funding from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $7.138 million or 4.2% increase in the Capital Program on an annual basis from 2015 to 2025.

Chart 1
Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	14,069	14,171	15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,084		**169,591**
2016 - 2025 Capital Budget & Plan		14,171	15,275	15,382	16,992	17,104	17,219	17,337	20,958	21,082	21,209	**176,729**
Change %		**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**0.0%**	**(0.0%)**		**4.2%**
Change $		**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**(2)**		**7,138**

As made evident in the chart above, the $7.138 million increase in the Capital Program reflects the fact that 2025 includes supplementary Toronto Water funding that was added last year for Critical Erosion Control and Floodworks capital project.

The following table details the capital projects, by category, included within the 2016 – 2025 Capital Budget and Plan for Transportation Services:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Rec'd Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Greenspace Land Acquisition	*N/A*	100	100	100	100	100	100	100	100	100	100	**1,000**	*N/A*
Waterfront & Valley Erosion Control	*N/A*	1,550	1,550	1,600	1,600	1,600	1,600	1,600	3,600	3,600	3,600	**21,900**	*N/A*
Black Creek Pioneer Village Retrofit	*N/A*	350	350	350	350	350	350	350	350	350	350	**3,500**	*N/A*
Living City Action Plan	*N/A*	2,776	2,880	2,987	3,097	3,209	3,324	3,442	3,563	3,687	3,814	**32,779**	*N/A*
Waterfront Development	*N/A*	1,233	1,233	1,183	1,183	1,183	1,423	1,423	1,423	1,423	1,423	**13,130**	*N/A*
TRCA Information Technology	*N/A*	264	264	264	264	264	264	264	264	264	264	**2,640**	*N/A*
Critical Erosion Control & Floodworks Needs	*N/A*	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	**20,000**	*N/A*
TRCA Administrative Infrastructure Project	*N/A*	658	658	658	658	658	658	658	658	658	658	**6,580**	*N/A*
Critical Erosion - Water Funded Enhancements	*N/A*	5,000	6,000	6,000	7,500	7,500	7,500	7,500	9,000	9,000	9,000	**74,000**	*N/A*
Sub-Total		**13,931**	**15,035**	**15,142**	**16,752**	**16,864**	**17,219**	**17,337**	**20,958**	**21,082**	**21,209**	**175,529**	-
Service Improvements													
Waterfront Development- Tommy Thompson Park	*N/A*	240	240	240	240	240						**1,200**	*N/A*
Sub-Total		**240**	**240**	**240**	**240**	**240**						**1,200**	-
Total Expenditures by Category (excluding carry forward)		**14,171**	**15,275**	**15,382**	**16,992**	**17,104**	**17,219**	**17,337**	**20,958**	**21,082**	**21,209**	**176,729**	-

Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)

Toronto Transit Commission

2016 OPERATING BUDGET OVERVIEW

TTC will provide Conventional transit service to up to 552 million riders with service that spans 246 million kilometres and 9.5 million hours in 2016. Wheel-Trans provides door-to-door accessible transit service on 3.7 million rides for riders with physical disabilities.

2016 Budget Highlights

The total cost to deliver Conventional and Wheel-Trans transit to Toronto residents and visitors in 2016 is $1.736 billion and $123.666 million respectively, as shown below.

TTC Conventional (in $000's)	**2015 Approved Budget**	**2016 Budget**	**Change $**	**Change %**
Gross Expenditures	1,693,820.3	1,736,756.4	42,936.1	2.5%
Gross Revenues	1,220,089.5	1,243,129.7	23,040.2	1.9%
Net Expenditures	**473,730.8**	**493,626.7**	**19,895.9**	**4.2%**

TTC - Wheel Trans (in $000's)	**2015 Approved Budget**	**2016 Budget**	**Change $**	**Change %**
Gross Expenditures	115,313.1	123,665.9	8,352.8	7.2%
Gross Revenues	6,514.3	6,953.5	439.2	6.7%
Net Expenditures	**108,798.8**	**116,712.4**	**7,913.6**	**7.3%**

The 2016 Budget includes increased funding of $51.289 million gross ($27.810 million net) to accommodate increased ridership, fund the full year impact of the 2015 service enhancements that were implemented mid-year and begin funding PRESTO transition costs.

The Budget also includes additional revenue generated from a 10 cent fare increase on fare media and a 25 cent increase on cash fares, while incorporating for a 2016 freeze on fares for Metropass users, seniors and students.

Fast Facts

- TTC is the largest City transit service in Canada and third largest in North America.
- TTC operates 800 subway cars, 260 streetcars /LRVs and 1,900 buses to transport 552 million riders with a staff of 5,656 operators.
- The Yonge-University-Spadina subway line is the busiest TTC route carrying 780,000 riders per day, followed by the Bloor-Danforth subway line carrying 550,000 riders per day.
- Wheel-Trans operates 205 accessible buses to transport 3.7 million riders in 2016 with a staff of 351 operators.

2016 Operating Budget Highlights

- The 2016 Operating Budget for the TTC of $1.737 billion in gross expenditures (prior to any additional Board approved service enhancements) reflects a 4.2% increase above the 2015 Approved Net Budget, exceeding the budget target of a 1% decrease.
- The Budget has been developed through consideration of the following criteria:
  - ✓ The identification of sustainable, on-going savings including expenditure reductions of $32.8 million net;
  - ✓ Stable revenue adjustments in the form of a 2016 fare increase that excludes increases to Metropass users, seniors and students; and
  - ✓ Target achievement ***without impacting on Council approved Service Levels***.
- The 2016 Operating Budget of $123.666 million gross and $116.712 million net for TTC Wheel-Trans Service will:
  - ✓ Improve customer service telephone performance by reducing wait times and call abandonment rates to industry standards.
  - ✓ Update current scheduling system to allow for intermodal trip planning with TTC Conventional Service as the system becomes more accessible.

2015 Key Service Accomplishments

In 2015, TTC Conventional accomplished the following:

- ✓ Projecting 535 million rides (excluding Pan Am and Parapan Am Games free rides)
- ✓ Continued rollout of higher capacity, fully accessible, air conditioned and PRESTO-equipped low floor streetcars
- ✓ Implementation of PRESTO is well underway
- ✓ Carried 30 billionth rider
- ✓ TTC customer satisfaction is increasing with overall satisfaction rated at 79% and 90% of customers perceiving average or better value for money
- ✓ Implementation of the planned $95 million in 2015 service improvements as follows:
- ✓ Elimination of fares for children aged 12 and under
- ✓ Restoration of all-day, every day bus service
- ✓ 10-minute or better bus and streetcar service on key routes
- ✓ Expansion of Blue Night Network
- ✓ Reduction of wait times and crowding at off-peak periods
- ✓ All-door boarding and Proof of Payment on streetcar routes

In 2015, Wheel-Trans accomplished the following:

- ✓ Projecting ridership of 3.504 million;
- ✓ Continued internet trip-booking enhancements; Continued scheduling enhancements integrated with Automatic Vehicle Location technology;
- ✓ Updated current scheduling system to allow for intermodal trip planning with TTC conventional service;
- ✓ Improved customer service by reducing wait times and call abandonment rates by adding additional

Our Service Deliverables for 2016

TTC and Wheel-Trans are responsible for providing transit service to the people of Toronto. The 2016 Operating Budget will:

TTC Conventional Service:

- Provide transit service to an anticipated 552 million riders, representing a 17 million, or 3.2% increase over the 2015 projected actual ridership.
- Provide rail, streetcar and bus service spanning 246 million kilometers and 9.5 million hours of service.

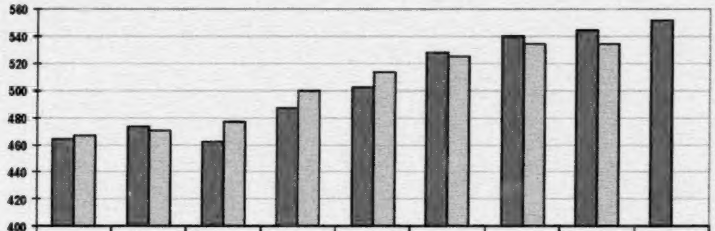
Wheel-Trans Service:

- Implement a new eligibility criteria in the second half of 2016 based upon added classification of disabilities as required by ADOD (in advance of the 1 January 2017 deadline).
- Carry 443,800 more passengers, increasing from 3.246 million in 2015 to 3.690 million in 2016, including 1,007,600 bus trips, 52,000 community bus trips, 1,331,100 trips by accessible taxi and 1,298,800 sedan taxi trips.

Trends

- TTC ridership has increased by 48.2% since 1996 with 372 million riders, to 552 million anticipated riders in 2016.
- Ridership growth experienced in past years is expected to continue in 2016.
- Wheel-Trans ridership demand is steadily increasing due to an aging population and AODA requirements.

TTC Conventional Ridership 2007 – 2016 (in millions)



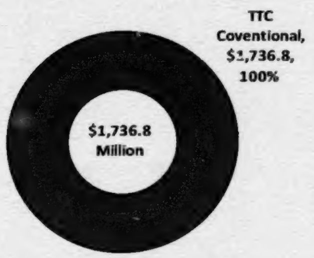
	2008	2009	2010	2011	2012	2013	2014	2015 Proj.	2016 Est.
■ Budgeted Ridership	464	473	462	487	503	528	540	545	552
☐ Actual Ridership	467	471	477	500	514	525	535	535	

TTC Conventional Service:

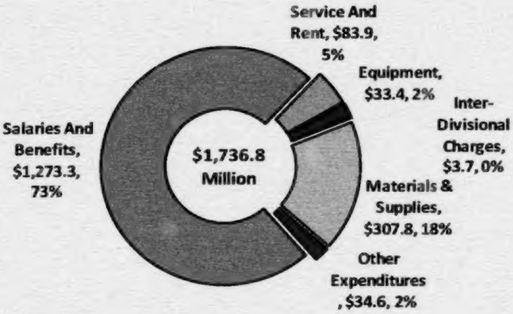
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

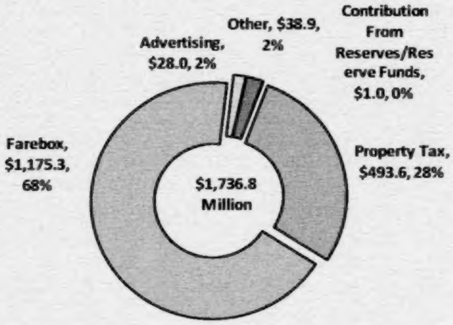


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

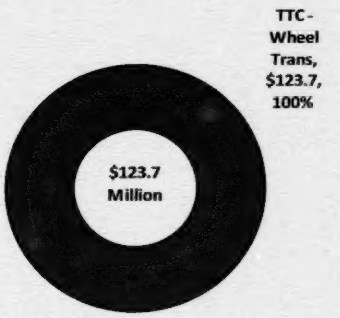
- **Maintaining service levels and accommodating growing ridership demand.**
  - ✓ Budgeting for an anticipated 552 million riders in 2016.
  - ✓ The 2016 Budget, $19.9 million or 4.2% increase in City funding. $14.9 million in Board approved new and enhanced service initiatives are not included.
  - ✓ An additional $18.3 million in fare box revenue to support the full year costs of 2015 added transit service and free transit for children under 12.
- **Identifying opportunities for expenditure reductions** $32.8 million or 2% in expenditure reductions are included in the 2016 Budget, including:
  - ✓ Continued savings from diesel fuel hedging;
  - ✓ Savings generated through Articulated Light Rail Vehicle rebuild;
  - ✓ Non-labour expense reductions; and
  - ✓ An expenditure freeze on overtime expenses.

TTC Wheel-Trans Service:

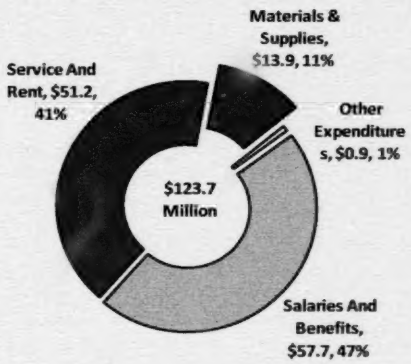
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

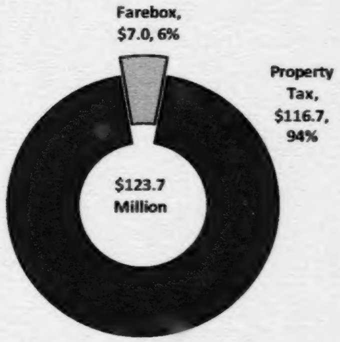


2016 Budget by Expenditure Category



Where the money comes from:

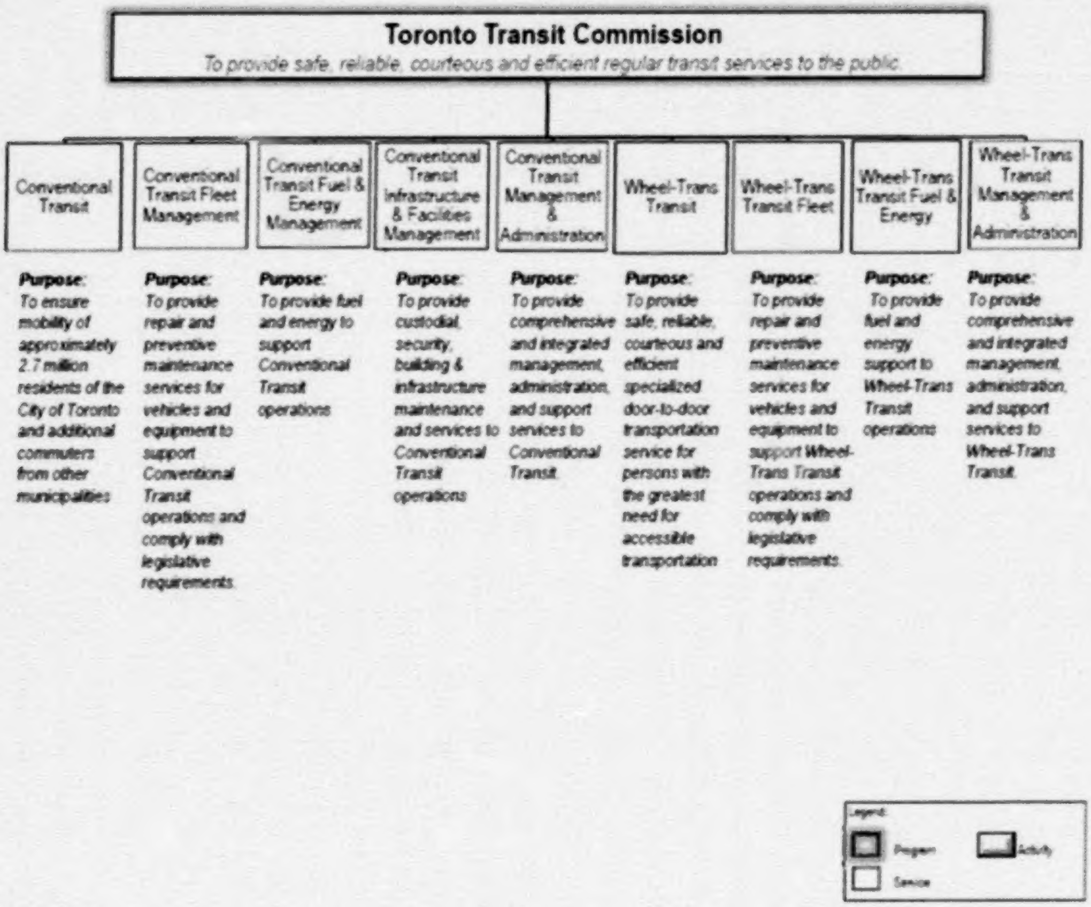
2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Accommodate the growing demand for Wheel-Trans service** – as a result of an aging population and AODA legislation.
  - ✓ Budgeting for an anticipated 3.7 million rides in 2016.
- **Support increasing service costs** with farebox revenues and City tax levy funding.
  - ✓ Increase of Tax Levy funding by $7.9 million or 7.3% in 2016.
- **Address ongoing Wheel-Trans priority actions.**
  - ✓ Achieve and exceed targets of each key performance indicator.
  - ✓ Transform and modernize Wheel-Trans.
  - ✓ Redefine eligibility in accordance with AODA legislation and business/technology changes.
  - ✓ Improve the Wheel-Trans experience through various customer service initiatives.
  - ✓ Secure funding from the Province towards Wheel-Trans' operation needs.

Program Map


Toronto Transit Commission
To provide safe, reliable, courteous and efficient regular transit services to the public.
Conventional Transit
Conventional Transit Fleet Management
Conventional Transit Fuel & Energy Management
Conventional Transit Infrastructure & Facilities Management
Conventional Transit Management & Administration
Wheel-Trans Transit
Wheel-Trans Transit Fleet
Wheel-Trans Transit Fuel & Energy
Wheel-Trans Transit Management & Administration
Legend:
Program
Activity
Service

Purpose: *To ensure mobility of approximately 2.7 million residents of the City of Toronto and additional commuters from other municipalities.*

Purpose: *To provide repair and preventive maintenance services for vehicles and equipment to support Conventional Transit operations and comply with legislative requirements.*

Purpose: *To provide fuel and energy to support Conventional Transit operations.*

Purpose: *To provide custodial, security, building & infrastructure maintenance and services to Conventional Transit operations.*

Purpose: *To provide comprehensive and integrated management, administration, and support services to Conventional Transit.*

Purpose: *To provide safe, reliable, courteous and efficient specialized door-to-door transportation service for persons with the greatest need for accessible transportation.*

Purpose: *To provide repair and preventive maintenance services for vehicles and equipment to support Wheel-Trans Transit operations and comply with legislative requirements.*

Purpose: *To provide fuel and energy support to Wheel-Trans Transit operations.*

Purpose: *To provide comprehensive and integrated management, administration, and support services to Wheel-Trans Transit.*

Service Customer

Conventional Transit
- Transit Rider
- Businesses
- Employers
- Neighbouring Municipalities
- All individuals in the City of Toronto

Conventional Transit Fleet Management
- TTC Conventional Transit
- Transit Rider

Conventional Transit Infrastructure &Facilities Management
- TTC Conventional Transit
- Transit Riders

Conventional Transit Management & Administration
- Conventional Transit
- Conventional Transit Fleet Management
- Conventional Transit Fuel & Energy Management
- Conventional Transit Infrastructure & Facilities Management
- Transit Rider

Wheel-Trans Transit
- Wheel-Trans Transit Rider
- Businesses
- Employers
- Neighbouring Municipalities
- All individuals in the City of Toronto

Wheel-Trans Transit Fleet
- TTC Wheel-TransTransit

Conventional Transit Fuel & Energy Management
- TTC Conventional Transit
- Transit Rider

Wheel-Trans Transit Fuel & Energy
- Wheel-Trans Transit

Wheel-Trans Management & Administration
- Wheel-Trans Transit
- Wheel Transit Fleet Management
- Wheel Transit Fuel & Energy Management

Table 1

TTC Conventional Service & Wheel Trans

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
TTC - Conventional											
Gross Expenditures	1,693,820.3	1,667,704.5	1,736,305.1	5,451.3	1,736,756.4	42,936.1	2.5%	163,400.0	9.4%	70,100.0	3.7%
Revenue	1,220,089.5	1,189,106.7	1,241,129.7	2,000.0	1,243,129.7	23,040.2	1.9%	11,298.8	0.9%	17,400.0	1.4%
Net Expenditures	473,730.8	478,597.8	495,175.4	3,451.3	493,626.7	19,895.9	4.2%	152,101.2	30.8%	52,700.0	8.2%
Approved Positions	11,691.0	11,778.0	11,803.0	67.0	11,870.0	179.0	1.5%				

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
TTC - Wheel Trans											
Gross Expenditures	115,313.1	116,429.9	123,665.9		123,665.9	8,352.8	7.2%	8,296.8	6.7%	7,081.6	5.4%
Revenue	6,514.3	6,793.5	6,953.5		6,953.5	439.2	6.7%	372.5	5.4%	379.9	5.2%
Net Expenditures	108,798.8	109,636.4	116,712.4	-	116,712.4	7,913.6	7.3%	7,924.3	6.8%	6,701.7	5.4%
Approved Positions	562.0	561.0	565.0	-	565.0	3.0	0.5%				

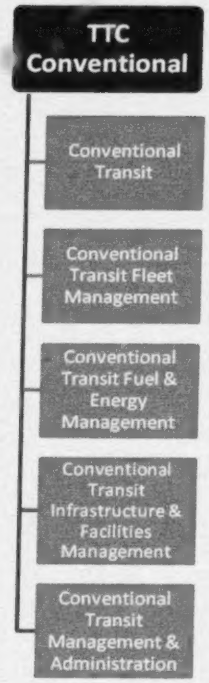
The 2016 Operating Budget for ***TTC (Conventional & Wheel-Trans)*** is $1.860 billion gross and $610.339 million net. The net budget increased by $27.810 million or 4.8% due to the following:

The 2016 Operating Budget includes:

- Funding to complete the rollout of transit service expansion approved in 2015
- Ability to accommodate ridership of 552 million passenger trips
- Expenditure reductions resulting from:
  - locking in low diesel fuel prices saving $14 million,
  - rebuilding ALRV streetcars rather than CLRVs reducing operating costs saving almost $4 million,
  - An across-the-board $10 million cut in departmental non-labour costs;

Further details can be found in the following Budget by Service section.

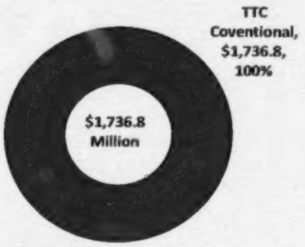
TTC Conventional


TTC Conventional
- Conventional Transit
- Conventional Transit Fleet Management
- Conventional Transit Fuel & Energy Management
- Conventional Transit Infrastructure & Facilities Management
- Conventional Transit Management & Administration

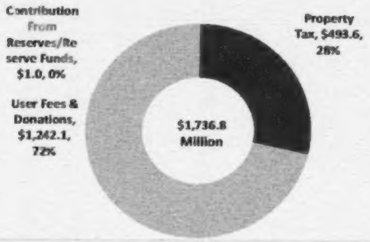
What We Do

- TTC Conventional Service provides transit bus, streetcar, subway and rapid transit to 552 million riders with service that spans 248 million kilometers and 9.5 million hours.
- Ensures mobility of approximately 2.8 million residents of the City of Toronto and additional commuters from other municipalities.
- Provides repair and preventative maintenance services for vehicles and equipment to support Conventional Transit operations and comply with legislative requirements.
- Provides fuel and energy to support Conventional Transit operations.
- Provides custodial, security, building and infrastructure maintenance and service.

2016 Service Budget by Activity ($Ms)

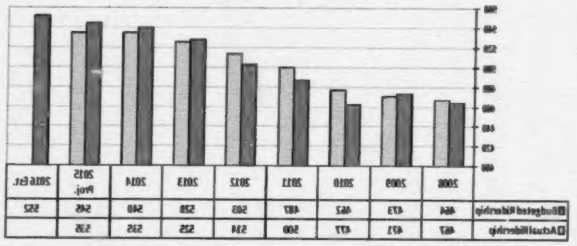


Service by Funding Source ($Ms)



Key Service Performance Measurement

TTC Conventional Ridership 2008-2016 (in millions)



	2008	2009	2010	2011	2012	2013	2014	2015 Proj.	2016 Est.
☐Budgeted Ridership	464	473	462	487	503	528	540	545	552
☐Actual Ridership	467	471	477	500	514	525	535	535	

- Ridership is 10 million or 1.8% less than budgeted in 2015 due to severe cold temperatures experienced in January through March 2015, and the impact of planned system closures
- The TTC's 2016 Operating Budget forecasts an increase of 3.2% or 17 million riders from the 2015 projected actual for a total of 552 million riders in 2016.

2016 Service Levels

TTC Conventional Service

Service	Activity	Type	Sub-Type	Service Level 2015
Conventional Transit		Bus Service		TBD
		Rail Service	Subway	TBD
			Streetcar	TBD
			Scarborough Rapid Transit (SRT)	TBD
		Streetcar Charter		TBD
Conventional Transit Fleet Management	Conventional Fleet Acquisition	Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	Conventional Fleet Maintenance	Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	Conventional Fleet Disposal	Buses		TBD
		Streetcars		TBD
		Subway Cars		TBD
		Light Rail		TBD
		Railyard Equipment		TBD
		Non-Revenue Light Duty Vehicles		TBD
	TTC Driver & Operator Safety			TBD
Conventional Transit Fuel & Energy Management	Conventional Fuel & Energy Acquisition	Natural Gas		TBD
		Bio-Diesel		TBD
		Gasoline		TBD
		Hydro		TBD
	Conventional Fuel & Energy Distribution	Natural Gas		TBD
		Bio-Diesel		TBD
		Gasoline		TBD
		Hydro		TBD
Conventional Transit Infrastructure & Facilities Management	Track & Structure Management	Tunnels		TBD
		Bridges		TBD
		Rail		TBD
		Right-of way		TBD
	Stations & Buildings Management	Custodial Care		TBD
		Safety & Security		TBD
		Facilities Maintenance		TBD
	Signals/Electrical/Communications Management	Signals		TBD
		Switches		TBD
Conventional Transit Management & Administration		CEO		TBD
		Corporate Communications		TBD
		Human Resources		TBD
		Human Rights & Internal Audit		TBD
		Finance		TBD
		ITS		TBD
		Marketing & Customer Service		TBD
		Materials & Procurement		TBD
		Legal & Claims		TBD
		Pension Fund Society		TBD
		Property Development		TBD
		Revenue Operations		TBD
		Safety and Non-Departmental		TBD

City Council directed TTC staff to continue to work with City staff to establish service standards and service levels for both the TTC Conventional Service and Wheel-Trans Service.

Table 2

TTC Conventional Service

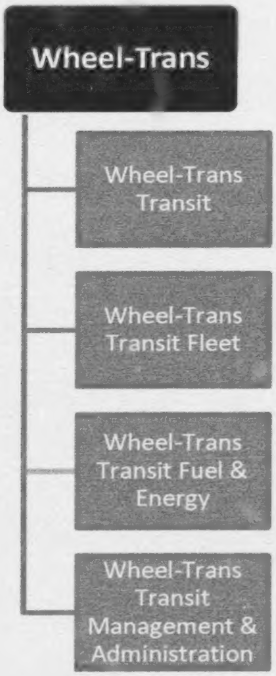
2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
TTC - Conventional											
Gross Expenditures	1,693,820.3	1,667,704.5	1,736,305.1	5,451.3	1,736,756.4	42,936.1	2.5%	163,400.0	9.4%	70,100.0	3.7%
Revenue	1,220,089.5	1,189,106.7	1,241,129.7	2,000.0	1,243,129.7	23,040.2	1.9%	11,298.8	0.9%	17,400.0	1.4%
Net Expenditures	473,730.8	478,597.8	495,175.4	3,451.3	493,626.7	19,895.9	4.2%	152,101.2	30.8%	52,700.0	8.2%
Approved Positions	11,691.0	11,778.0	11,803.0	67.0	11,870.0	179.0	1.5%				

The **TTC Conventional Service** provides transit bus, streetcar, subway, and rapid transit to 552 million riders and provides repair and preventative maintenance services for vehicles and equipment to support Conventional transit operations and complies with legislative requirements.

The 2016 Operating Budget for *TTC Conventional Service* of $1.737 billion gross and $493.627 million net is $19.896 million or 4.2% above the 2015 Approved Net budget due to the following:

- The base budget pressure of $67.490 million net is primarily attributable to the full year impact of service enhancements approved during the 2015 Budget process ($37.4 million), inflationary increases in labour costs ($24.3 million) and increased costs associated with anticipated ridership growth ($8.9 million).
- The above pressures have been partially offset through expenditure reductions of $32.7 million and $18.3 million in additional revenue generated through Board approved 2016 fare increases.
- The 2016 Operating Budget for the TTC does not include all of the Board Approved new 2016 operational initiatives and service enhancements.
  - ➢ These enhancements were included as part of a list of new/enhanced requests referred to the Budget process distributed by the City Manager and CFO for consideration by the Budget Committee.
  - ➢ Additional detail on these initiatives is provided in the Issues for Discussion section of these notes (page 28).
- Anticipated future year incremental costs of $152.1 million in 2017 and $52.7 million in 2018 are primarily attributable to inflationary increases to both labour and non-labour costs, an increase in service to accommodate ridership growth, PRESTO fees and service expansion with the opening of the Toronto-York Spadina Subway Extension.

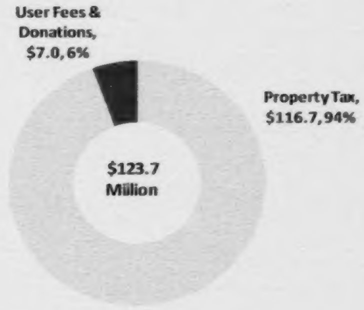

Wheel-Trans
Wheel-Trans Transit
Wheel-Trans Transit Fleet
Wheel-Trans Transit Fuel & Energy
Wheel-Trans Transit Management & Administration

What We Do

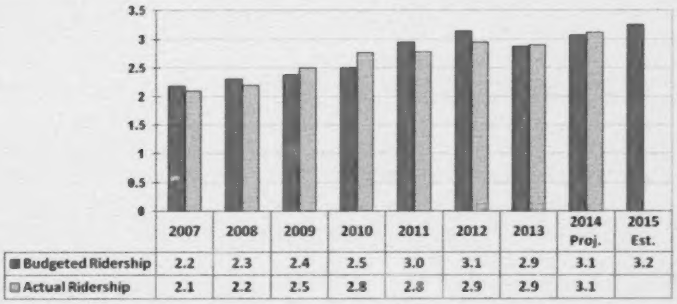
- TTC Wheel-Trans Service provides door-to-door accessible transit service for 3.7 million rides for riders with physical disabilities using accessible buses, contracted accessible and sedan taxis.
- Provides repair and preventative maintenance services for vehicles and equipment to support Wheel-Trans transit operations and comply with legislative requirements.
- Provides fuel and energy to support Wheel-Trans transit operations.

2016 Service Budget by Activity ($Ms)

Service by Funding Source ($Millions)



Key Service Performance Measurement TTC Wheel-Trans Ridership 2007-2015 (in millions)



	2007	2008	2009	2010	2011	2012	2013	2014 Proj.	2015 Est.
■ Budgeted Ridership	2.2	2.3	2.4	2.5	3.0	3.1	2.9	3.1	3.2
□ Actual Ridership	2.1	2.2	2.5	2.8	2.8	2.9	2.9	3.1	

- Wheel-Trans ridership has increased by 75% since 2007 with 2.103 million riders to 3.690 million anticipated riders in 2016.
- The 2016 Operating Budget for Wheel-Trans forecasts an increase of 5.3% or 0.186 million riders from the 2015 actual, for a total of 3.690 million rides in 2016.

Table 3

2015 Operating Budget and Plan

TTC Wheel-Trans Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
TTC - Wheel Trans											
Gross Expenditures	115,313.1	116,429.9	123,665.9		123,665.9	8,352.8	7.2%	8,296.8	6.7%	7,081.6	5.4%
Revenue	6,514.3	6,793.5	6,953.5		6,953.5	439.2	6.7%	372.5	5.4%	379.9	5.2%
Net Expenditures	108,798.8	109,636.4	116,712.4	-	116,712.4	7,913.6	7.3%	7,924.3	6.8%	6,701.7	5.4%
Approved Positions	562.0	561.0	565.0	-	565.0	3.0	0.5%				

The **Wheel-Trans Service** provides door-to-door accessible transit service for 3.7 million rides for riders with physical disabilities using accessible buses, contracted accessible and sedan taxis. The service provides repair and preventative maintenance services for vehicles and equipment to support Wheel-Trans transit operations and complies with legislative requirements.

The 2016 Operating Budget for ***Wheel-Trans Service*** is $123.666 million gross and $116.712 million net. The net budget increase of $7.914 million or 7.3% is due to the following:

- Base budget pressures of $7.914 million primarily resulting from a 14% increase in ridership with an associated cost of $8.771 million.
- The base budget pressures has been partially offset through the ability to accommodate increased ridership predominately through the use of Taxi contracts.
- Anticipated future year incremental costs of $7.924 million in 2017 and $6.702 million in 2018 are predominately attributable to expected ridership growth of 16% to 25% per year.

Toronto Transit Commission

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Transit Commission delivers transit services to an estimated 552 million riders in 2016, using buses, subway trains, rapid transit trains, light rail vehicles (LRVs), and the new streetcars that began service in the fall of 2014.

The TTC is responsible for the stewardship of transit assets with a total estimated replacement value of $14.6 billion to ensure that vehicles, subway tunnels, subway track, surface track, bridges and other facility infrastructure are maintained in a state of good repair.

The TTC's 10-Year Capital Plan that totals $6.402 billion focuses on meeting three key objectives: the replacement of existing vehicles and the addition of growth vehicles to meet ridership demand; the associated facility construction and improvements to accommodate those vehicles; and maintaining track, tunnels, bridges and buildings in a state of good repair. In addition to TTC's base capital program are projects focused on transit expansion including the Toronto-York Spadina Subway Extension and the Scarborough Subway Extension

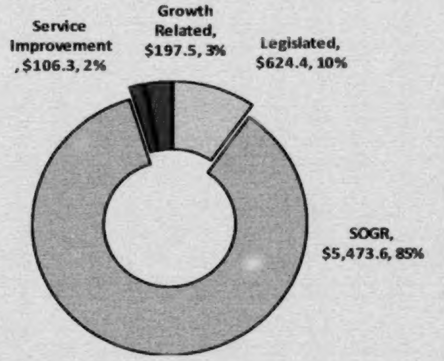
2016 Capital Budget Highlights

The 2016 Capital Budget for TTC of $879.475 million, excluding carry forward funding, will:

- ✓ The Leslie Street ($26.225 million) connecting track is complete and the TTC's new low-floor streetcars began operating out of Leslie Barns. TTC will be fully occupied by the TTC early next year;
- ✓ McNicoll Bus Garage Facility ($2.308 million) construction of an indoor storage and maintenance facility for 250 buses to accommodate ridership growth and expanding bus fleet;
- ✓ Fare Handling ($34.237 million) deliver the design and build of TTC-PRESTO devices for the implementation of the PRESTO fare collection system;
- ✓ Continue to address SOGR maintenance work on:
  - ➢ Subway Track ($26.978 million);
  - ➢ Surface Track ($22.177 million);
  - ➢ Bridges & Tunnels ($50.472 million);
  - ➢ Subway Car Overhaul ($68.157 million); and
  - ➢ Information Technology System - Infrastructure ($83.342 million).

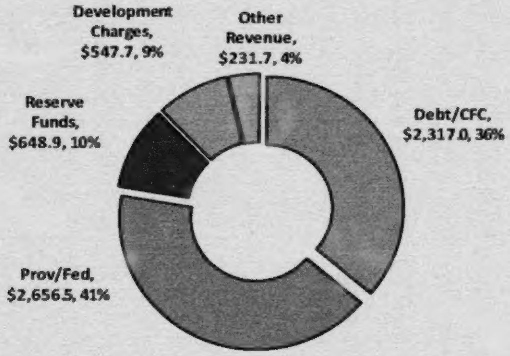
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$6,401.7 Million

2016-2025 Capital Budget and Plan by Funding Source



$6,401.7 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $6.402 billion provides funding for:

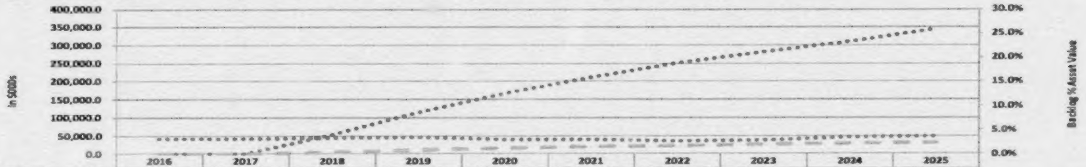
- State of Good Repair (SOGR) projects:
  - ✓ ATC Resignalling ($548.984 million)
  - ✓ Leslie Barns Streetcar Maintenance and Storage Facility ($55.544 million)
  - ✓ Toronto Rocket Yard and Storage Track Accommodation ($402.511 million)
  - ✓ McNicoll Bus Garage Facility ($174.758 million)
  - ✓ Purchase of Buses ($447.848 million)
  - ✓ Purchase of LRVs ($546.107 million)
  - ✓ PRESTO implementation
- Legislated projects of $624.351; Easier Access Program ($431.988 million), Bus Heavy Rebuild Program ($4.6 million)
- Growth related projects of $197.491; McNicoll Bus Garage Facility ($174.758 million), PRESTO Implementation ($21.843 million).

Where does the money come from?

- New debt funding $2.317 billion comprises 36% of TTC's 10 year capital funding, which meets the debt affordability guideline.
- Provincial/Federal grants $2.656 billion, includes an additional $40M of Provincial Gas Tax funding resulting from a 4% increase in the contribution.
- Other sources of funding include Development Charges ($547.686 million or 8.6%) that have been increased by $66 million from the previous 10-Year Capital Plan, Reserves ($648.863 million or 10.1%), and Other Revenue ($231.677 million or 3.6%).

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $5.474 billion for State of Good Repair to address the Program's backlog. The SOGR backlog as a % of asset replacement value will increase from 0% in 2016 to 2.4% in 2025, representing an anticipated accumulated SOGR backlog of $345.9 million



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
• • • • • SOGR Funding	41,717.6	42,634.0	44,190.6	45,160.2	39,892.7	39,755.8	35,448.3	37,506.6	46,430.6	47,651.4
▬ Accumulated Backlog Est.	0.0	0.0	51,987.0	114,087.4	167,287.4	211,087.4	250,787.4	281,508.4	308,933.0	345,912.0
– – Backlog % of Asset Value	0.0%	0.0%	0.4%	0.8%	1.1%	1.4%	1.7%	1.9%	2.1%	2.4%

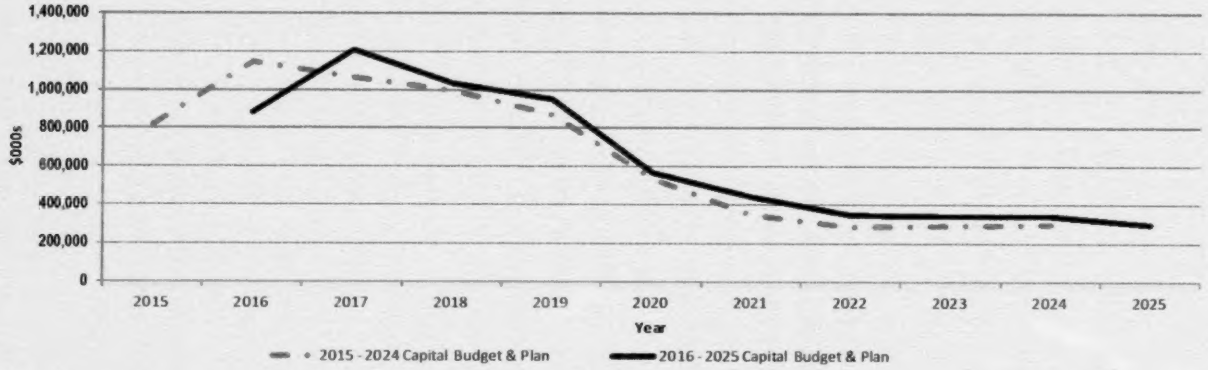
Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $244.117 million in capital expenditure from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $244.117 million or 3.7% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1

Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	819,747	1,147,510	1,062,906	992,318	868,128	536,128	346,445	285,968	291,404	295,299		6,645,853
2016 - 2025 Capital Budget & Plan		879,475	1,210,511	1,030,701	947,593	569,032	440,880	346,002	342,090	337,977	297,475	6,401,736
Change %		(23.4%)	13.9%	3.9%	9.2%	6.1%	27.[illegible]%	21.0%	17.4%	14.5%		(3.7%)
Change $		(268,035)	147,605	38,383	79,465	32,904	94,43[illegible]	60,034	50,686	42,678		(244,117)

As made evident in the chart above, the $244.117 million decrease in the Capital Program reflects the deferral of projects from 2016 to future years.

As reflected in Table 2 on the following page, changes to the 2015 – 2024 Approved Capital Plan, specifically the $278.2 million increase in capital funding over the nine common years of the Capital Plans (2016 – 2024) arise from a combination of $106 million in increased investment in previously unfunded capital projects and the acceleration of new 2025 funding in the 2021 to 2024 period for critical capital work.

The following table details the capital projects by category included in the 2016 – 2025 Capital Budget and Plan for TTC:

Table 1
Summary of Capital Plan by Project Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Rec'd Total Project Cost
Total Expenditures by Category													
Legislated													
Yards and Roads		4,110	7,000	10,765	11,324	11,445						44,644	
Bus Heavy Rebuild Program		5,630	335	350								6,315	
Communications		1,827	2,253	729								4,809	
Easier Access Phase II & III	463,018	34,439	52,044	54,904	55,482	41,417	50,848	46,739	42,041	27,916	22,564	428,394	463,321
Environmental Programs		10,337	11,773	15,620	8,448	8,488	13,496	6,240	5,676	5,790	5,934	91,802	
Equipment		3,690	3,048	2,200	448	606	967					10,959	
Other Bldgs & Structures Projects		2,198	1,811	3,566	3,562	2,558	2,344	2,600	2,617	2,598	2,831	26,685	
Other Service Planning		200	200	200	200	200	200	200	200	200		1,800	
Streetcar Overhaul Program			410	410	410	410	410	410	410	6,073		8,943	
Sub-Total		62,431	78,874	88,744	79,874	65,124	68,265	56,189	50,944	42,577	31,329	624,351	
State of Good Repair													
ATC Resignalling	873,068	4,706	83,641	90,434	86,218	60,781	51,438	38,923	43,338	48,999	40,506	548,984	874,939
Automotive Non Revenue Vehicles		9,328	3,465	2,472	2,382	3,377	5,877	4,074	5,123	2,064	1,984	40,146	
Bridges and Tunnels		50,472	54,667	42,763	37,636	38,894	40,645	41,071	44,453	42,271	39,574	432,446	
Bus Heavy Rebuild Program		67,566	65,262	42,055	9,903	5,804	857					191,447	
Communications		9,405	18,836	15,486	14,588	8,255	6,947	6,703	6,507	6,561	8,246	101,534	
Equipment		27,938	45,456	33,260	25,213	23,998	18,919	16,574	12,594	9,797	9,875	223,624	
Fare Handling Equipment	30,516	33,977	7,675	75	75	250	250	250	250	300	300	43,402	30,516
Fare System			571	577	483							1,631	
Finishes		14,625	19,514	14,714	17,438	17,462	17,025	17,454	9,200	7,253	6,302	140,987	
Fire Ventilation Upgrade	352,665	23,487	22,947	40,659	27,011							114,104	
Furniture & Office Equipment		209	486	355	272	683	425	237	492	235	483	3,877	
Information Technology System-Infrastructure		83,342	88,283	52,687	31,967	48,434	17,998	15,597	15,288	10,798	8,689	373,083	
Leslie Barns Streetcar Maint.& Storage Facility	506,622	26,225	27,119	2,200								55,544	
On-Grade Paving Rehabilitation		8,802	11,348	13,354	12,802	13,500	12,800	12,798	10,200	10,962	9,863	116,429	
Other Bldgs & Structures Projects		31,786	80,313	76,741	61,696	51,270	19,621	5,056	6,904	6,543	4,028	343,958	
Other Maintenance Equipment		3,033	1,276	1,225	1,151	1,153	1,154	1,213	1,158	1,160	1,861	14,384	
Other Service Planning		750										750	
Power Dist./Electric Systems		7,514	9,792	10,732	8,335	5,576	5,496	5,329	5,449	5,674	7,196	71,093	
Purchase of Legacy LRVs		62,794	165,928	157,136	160,249							546,107	1,186,503
Purchase of Rail Non Revenue Vehicle		9,378	8,673	1,796	6,635	2,350						28,832	
Queensway Bus Garage Renovations		495										495	
Rail Non-Revenue Vehicle Overhaul		1,055	2,050	2,075	1,765	1,783	1,669	1,685	1,703	1,718	1,153	16,656	
Replace 40' Diesel Buses or Equivalent	716,637	64,401	73,400	60,600	69,472	4,449	42,270	40,012	37,425	41,747		433,776	478,456
Signal Systems		8,484	23,224	22,794	14,120	3,703	1,459	1,608	1,257	1,296	1,331	79,276	
Streetcar Overhaul Program		7,992	8,614			633	905	278	3,831	7,236	18,618	48,107	
Subway Car Overhaul Program		68,157	48,042	19,002	18,120	17,885	15,297	13,232	17,059	17,373	24,415	258,582	
Subway Car Purchases	1,129,514	24,236	9,122	4,076								37,434	1,166,948
Subway Track		26,978	42,608	24,149	53,199	24,534	25,044	25,596	26,190	29,793	27,698	305,789	
Surface Track		22,177	61,717	33,897	22,408	25,635	26,007	25,238	25,944	26,723	30,056	299,802	
Tools and Shop Equipment		10,296	4,275	5,067	2,408	3,016	2,321	2,570	2,119	2,160	2,573	36,805	
Toronto Rocket Yard & Storage Track Accommodation	94,733	38,204	65,391	81,357	104,280	69,889	43,390					402,511	423,518
Traction Power		25,025	21,968	17,532	15,632	14,959	11,548	11,044	11,542	11,659	17,811	158,720	
Transit Shelters & Loops		240	250	257	264	271	278	286	295	303	309	2,753	
Wilson Complex - Modifications for the Toronto Roc			487									487	
Sub-Total	3,703,755	773,077	1,076,400	869,527	805,722	448,544	369,640	286,828	288,321	292,625	262,871	5,473,555	4,160,880
Service Improvements													
Finishes		55	159									214	
Other Bldgs & Structures Projects		7,724	12,568	1,340	496	559	720	720	560	500	1,000	26,187	
Other Service Planning		5,320	5,835	5,636	5,035	2,635	2,035	2,035	2,035	2,035	2,035	34,636	
Power Dist./Electric Systems		201	201	210	210	220	220	230	230	240	240	2,202	
Purchase of Rail Non-Revenue Vehicle		20	6,648	13,026	6,256							25,950	
Replace 40' Diesel Buses or Equivalent	27,534	14,072										14,072	
Subway Track		1,690	322	59								2,071	
Surface Track		1,007										1,007	
Sub-Total	27,534	30,089	25,733	20,271	11,997	3,414	2,975	2,985	2,825	2,775	3,275	106,339	-
Growth Related													
Yards and Roads			1,033									1,033	
Fare Handling Equipment		260										260	
Fare System	46,698	9,830	6,984	2,159								18,973	
McNicoll Bus Garage Facility	6,242	2,308	20,500	50,000	50,000	51,950						174,758	181,000
Other Bldgs & Structures Projects		1,480	987									2,467	
Sub-Total		13,878	29,504	52,159	50,000	51,950						197,491	181,000
Total Expenditures by Category (excluding carry forward)	3,731,289	879,475	1,210,511	1,030,701	947,593	569,032	440,880	346,002	342,090	337,977	297,475	6,401,736	4,341,880

10-Year Capital Plan: Net Operating Budget Impact

Table 2
Net Operating Impact Summary (In $000s)

	2016 Budget		2017 Plan		2018 Plan		2019 Plan		2020 Plan		2016 - 2020		2016 - 2025	
Projects	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions	$000s	Positions
Previously Approved														
Information Technology System-Infrastructure	3,229.0		2,515.0		5,025.0		4,063.0		1,584.0		16,416.0		18,109.0	
Fare Handling Equipment				(128.4)	4,000.0	(163.0)					4,000.0	(291.4)	4,000.0	(291.4)
Equipment - Various	1.0	0.6	1.0	0.8	1.0	0.1	1.1	0.8	1.1	0.2	5.2	2.5	11.1	2.9
McNicoll Bus Garage Facility		0.1						0.1	9,764.9		9,764.9	0.2	9,764.9	0.3
Communications - Various	0.5		(12,753.4)		(18,507.8)		(629.8)		(644.7)		(32,535.2)		(35,946.9)	
Replace 40' Diesel Buses or Equivalent	(162.3)	(1.4)									(162.3)	(1.4)	(162.3)	(1.4)
Fare System	574.9		(1,075.5)		6.1		(204.7)				(699.2)		(699.2)	
Leslie Barns Streetcar Maint.& Storage Facility	6,516.5	(50.0)	544.6	6.8		7.5				5.5	7,061.1	(30.2)	7,061.1	(30.2)
Other Service Planning	115.0	(2.0)	(57.0)	(1.8)	(75.0)	(2.0)	35.0		35.0		53.0	(5.8)	228.0	(5.8)
Easier Access Phase II & III		4.0	52.0	(11.0)	73.0		62.0	(2.0)	73.0		260.0	(9.0)	691.0	(9.0)
Signal Systems - Various	138.0	113.0	165.0		67.0		66.0		70.0		506.0	113.0	663.0	113.0
Fire Ventilation Upgrade	16.0						8.0			68.8	24.0	68.8	40.0	68.8
Purchase of Rail Non-Revenue Vehicle							420.0		800.0		1,220.0		1,220.0	
Total (Net)	**10,428.6**	**64.3**	**(10,608.3)**	**(133.6)**	**(9,410.7)**	**(157.4)**	**3,820.6**	**(1.1)**	**11,683.3**	**74.5**	**5,913.5**	**(153.3)**	**4,979.7**	**(152.8)**

The 10-Year Capital Plan will increase future year Operating Budgets by a total of $4.980 million net over the 2016 – 2025 period, as shown in the table above.

This is comprised of funding to sustain the following capital projects:

- *Information Technology System – Infrastructure ($3.229 million) - for increased systems maintenance, licensing and fees customer service.*
  - ➢ The project will provide for a variety of IT projects including work to reengineer business processes and implement SAP, an Enterprise Resource Planning (ERP) system, which will integrate TTC's financial information with the City of Toronto, and upgrade and improve the CAD (Computer Aided Dispatch)/AVL (Automatic Vehicle Location) System to provide operational improvement for surface vehicles and upgrade customer service.
- *Leslie Barns Streetcar Maintenance & Storage Facility ($6,517 million)* – for supporting the operational requirements of the facility.

These future operating impacts will be reviewed each year as part of the annual Operating Budget process.

Toronto Zoo

2016 OPERATING BUDGET OVERVIEW

The Toronto Zoo is one of the largest zoo in Canada, home to over 5,000 animals representing 430 species on more than 700 acres of land adjacent to Canada's new Rouge National Urban Park. The Zoo offers full year access to seven bioregion displays with over 10 kilometers of walking trails, including gift shops, exhibits, rides, food services and guest services.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $51.173 million gross and $11.993 million net as shown below.

(in $000's)	2015 Approved Budget	2016 Budget	Change $	Change %
Gross Expenditures	50,594.2	51,173.1	578.9	1.1%
Gross Revenues	38,855.1	39,180.0	324.9	0.8%
Net Expenditures	**11,739.1**	**11,993.1**	**254.0**	**2.2%**

The Toronto Zoo continues to face significant budget pressures in 2016. The Toronto Zoo has undertaken several new revenue enhancement initiatives, including food service partnerships with new brand offerings in 2016 that help mitigate these pressures. Any further budget reductions would impact the Zoo's ability to deliver services.

Fast Facts

- Toronto Zoo has gained significant knowledge from the panda exhibit. Great advances have been made in the research of Reproductive Physiology and Artificial Insemination of the species, resulting in the birth of twin panda cubs, a Canadian first.
- Collaborative efforts with Parks Canada are moving forward to maximize potential benefits associated with the location of the Toronto Zoo adjacent to the Rouge National Urban Park.

2016 Operating Budget Highlights

- The 2016 Operating Budget for Toronto Zoo of $51.2 million in gross expenditures provides funding for three services, Zoo Conservation & Science, Zoo Fundraising & Strategic Partnerships, and Zoo Visitor Services.
- The Program's 2016 Budget has increased by $0.254 million, or 2.2% over the 2015 Approved Budget with considerations of the following efficiency savings and net budget reduction strategies:
    - ✓ Efficient utilities usage through enhanced energy and waste management which will result in lower costs.
    - ✓ Efficiency savings in costs of Wildlife Nutrition through effective purchasing.
    - ✓ Increased Zoo's projected visitor attendance from 1.145 million in 2015 to 1.315 million in 2016.

2015 Key Service Accomplishments

In 2015, Toronto Zoo accomplished the following:

Zoo Visitor Services

- ✓ Opened "Wild Connections", a temporary, interactive augmented reality experience, together with the National Geographic photography exhibit.
- ✓ Opened the revitalized Eurasia area "Eurasia Wilds" as part of the North Zoo Site Redevelopment project.
- ✓ Improvements to guest services through improved wayfinding and signage.
- ✓ Commenced implementation of the 2015-2020 Strategic Plan

Zoo Conservation & Science

- ✓ Maximized the opportunity for success of the Artificial Insemination (AI) process for Er Shun, the female Giant Panda, resulting in the birth of twin panda cubs, a Canadian first.
- ✓ Successfully transferred "Humphrey" the one year old polar bear, in February, to the Assiniboine Park Zoo in Manitoba.
- ✓ Use of a 35 year-old frozen sample, from a now extinct herd, for successful breeding of a female in the Zoo's Wood Bison herd, resulting in two calves, another Canadian first.

Zoo Fundraising and Strategic Partnerships

- ✓ Initiated collaborative efforts with Parks Canada to maximize potential benefits associated with the location of the Toronto Zoo adjacent to the Rouge National Urban Park.
- ✓ Renewal of Coca Cola partnership for next 5 years.
- ✓ Initiated process to establish independent fundraising entity.

Our Service Deliverables for 2016

Toronto Zoo is responsible for the care of over 5,000 animals representing seven zoogeographic regions, as a living centre for education and science, committed to providing compelling experiences and inspiring passion to protect wildlife and habitats.

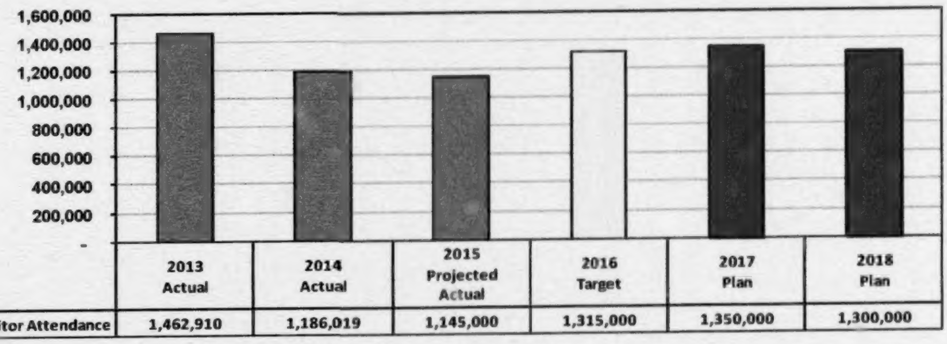
The 2016 Operating Budget will:

- Continue implementation of the five (5) year Strategic Plan.
- Finalize the new Master Plan.
- Continue collaborative efforts with Parks Canada to maximize the potential benefits associated with the location of the Toronto Zoo adjacent to the Rouge National Urban Park.
- Finalize various land use and relationship agreements with the City and TRCA.
- Obtain / maintain accreditation with various accrediting and regulatory authorities.
- Pursue all available grants to deliver optimal conservation and research programs.
- Establish an independent fundraising charitable foundation to raise funds for capital projects, exhibit improvements and conservation and education programs.

Trends

- The trend in attendance had been lower than forecasted, particularly given the extended periods of extreme weather in the first half of 2015 and market conditions.
- Attendance levels are projected to grow in 2016 due to the implementation of the Zoo's strategic plan.

Toronto Zoo Attendance

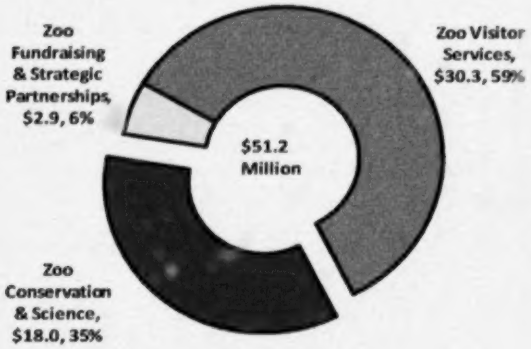


	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Visitor Attendance	1,462,910	1,186,019	1,145,000	1,315,000	1,350,000	1,300,000

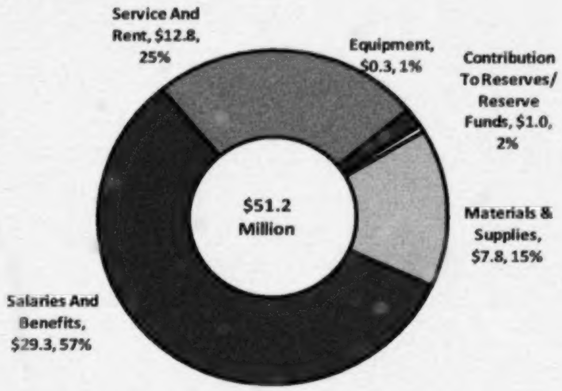
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

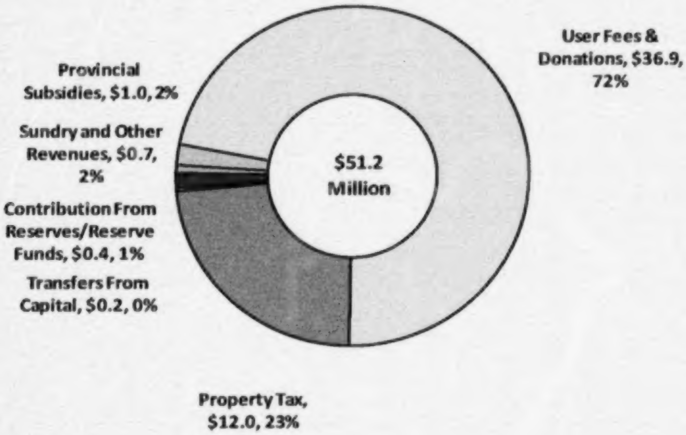


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

Attendance Budgeted at 1.315 million for 2016

- Create opportunities for new audiences to connect with and support the Toronto Zoo's mission through the Programs such as "Wild Walk" and "Wild For Life".
- Zoo to grow its average revenue, (including food and retail sales) through per cap visitor spending as a result of food service improvements and new brand offerings.

Improve Sponsorship Support

- Establish compelling opportunities for partners, sponsors and donors, to support wildlife and habitats in priority areas and the focus on conservation.
- Clearly define and communicate its messaging of the Toronto Zoo's leadership role in conservation and education.

Program Map

Toronto Zoo Mission

A living centre for education and science, committed to providing compelling guest experiences and inspiring passion to protect wildlife and habitats.

Zoo Visitor Services

Purpose:
To provide a unique visitor experience that is fun, safe, welcoming, memorable, and interactive, while facilitating close, personal interaction among family members and friends, inspired by the Zoo's compelling wildlife population and its commitment to sustainable living, ultimately inspiring people to love, respect and protect wildlife and wilds spaces.

Zoo Fundraising & Strategic Partnerships

Purpose:
To develop, plan and execute all fundraising programs and activities in two distinct program areas; annual fund and capital campaign, while building strategic relationships and realizing fundraising capacity.

Zoo Conservation & Science

Purpose:
To emphasize the role of zoos in providing leadership in conservation and sustainability programs including the preservation of endangered plants and animal species and threaten natural areas while emphasizing zoogeographical exhibits of habitats, the stewardship role of the human species in managing our planet, and the maintenance of biodiversity and natural ecosystems.

To provide compelling education and outreach experiences, delivered through programs, curricula and teaching strategies that support the Toronto Zoo's mission and efforts to save wildlife and inspired care for the world's natural heritage, with a focus on teachers, students and the general public locally and nationally to affect change in attitudes about wildlife and therefore motivate individuals to make sound environmental choices towards ensuring a sustainable future.

Service Customers

Zoo Visitor Services

- Zoo Visitor
- Schools
- Local Organizations
- Tour Groups
- Strategic Partners
- Local Business Community
- Local Hotels and Restaurants
- Transit Services

Zoo Fundraising & Strategic Partnerships

- Businesses and Corporations
- Corporate Business Sponsors / Alliances
- Media Partners
- Federal and Provincial Governments
- Not for Profit Organizations
- Universities & Colleges
- NGO's
- Donors and Philanthropic Entities

Zoo Conservation & Science

- Educators
- Conservationists
- Federal and Provincial Governments
- Universities, Colleges, and Wildlife Societies
- Zoological Institutions & Accrediting Bodies
- Environmental Organizations
- Wildlife Researchers

Table 1

2016 Operating Budget and Plan by Service

	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual*	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Zoo Conservation & Science											
Gross Expenditures	17,810.8	16,412.2	17,968.5		17,968.5	157.6	0.9%	53.1	0.3%	(79.5)	(0.4%)
Revenue	1,995.0	1,713.1	2,006.7		2,006.7	11.8	0.6%				
Net Expenditures	15,815.9	14,699.2	15,961.7		15,961.7	145.9	0.9%	53.1	0.3%	(79.5)	(0.5%)
Zoo Fundraising & Strategic Partnerships											
Gross Expenditures	2,892.6	2,813.5	2,915.8		2,915.8	23.2	0.8%	34.4	1.2%	(22.3)	(0.8%)
Revenue	3,130.6	2,740.9	2,467.5		2,467.5	(663.1)	(21.2%)				
Net Expenditures	(238.0)	72.6	448.2		448.1	686.2	(288.3%)	34.4	7.7%	(22.3)	(4.6%)
Zoo Visitor Services											
Gross Expenditures	29,890.7	27,666.3	30,288.8		30,288.8	398.1	1.3%	1,708.8	5.6%	(3,755.2)	(11.7%)
Revenue	33,729.5	29,807.2	34,705.7		34,705.7	976.2	2.9%	1,582.4	4.6%	(3,779.4)	(10.4%)
Net Expenditures	(3,838.8)	(2,140.8)	(4,416.9)		(4,416.9)	(578.1)	15.1%	126.3	(2.9%)	24.3	(0.6%)
Total											
Gross Expenditures	50,594.2	46,892.1	51,173.1		51,173.1	578.9	1.1%	1,796.2	3.5%	(3,856.9)	(7.3%)
Revenue	38,855.1	34,261.1	39,180.0		39,180.0	324.9	0.8%	1,582.4	4.0%	(3,779.4)	(9.3%)
Total Net Expenditures	11,739.1	12,631.0	11,993.1		11,993.1	254.0	2.2%	213.8	1.8%	(77.5)	(0.6%)
Approved Positions	402.5	387.5	394.0		394.0	(8.5)	(2.1%)			(2.0)	-0.5%

** Based on the 2015 9-month Operating Variance Report*

The Toronto Zoo's 2016 Operating Budget is $51.173 million gross and $11.993 million net, representing a 2.2% increase to the 2015 Approved Net Operating Budget. The Zoo was unable to meet the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to cost of living adjustments, (including OMERS). As per the Zoo's collective agreement, there is an increase of 2.25% effective, April 2016.
- To help mitigate the above pressures, the Program was able to achieve service efficiency savings through the following:
  - *Utility Efficiencies*: The Toronto Zoo has implemented initiatives to reduce utility costs through enhanced energy and waste management.
  - *Wildlife Nutrition Efficiencies*: The Toronto Zoo has implemented effective purchasing solutions to reduce wildlife nutrition costs.
- The 2016 Operating Budget does not include any service changes or new and enhanced service priorities.
- Approval of the 2016 Operating Budget results in the Toronto Zoo reducing its total staff complement by 8.5 positions from 402.5 to 394.0.
- The 2017 and 2018 Plan increases are attributable to cost of living adjustments and a reduction in visitor attendance revenues in 2018 following the completion of the panda exhibit.

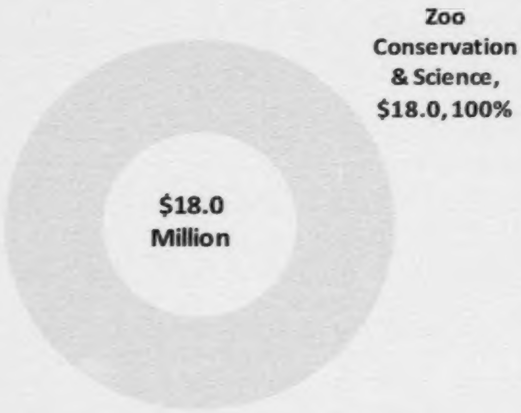
Zoo Conservation & Science

Zoo Conservation & Science

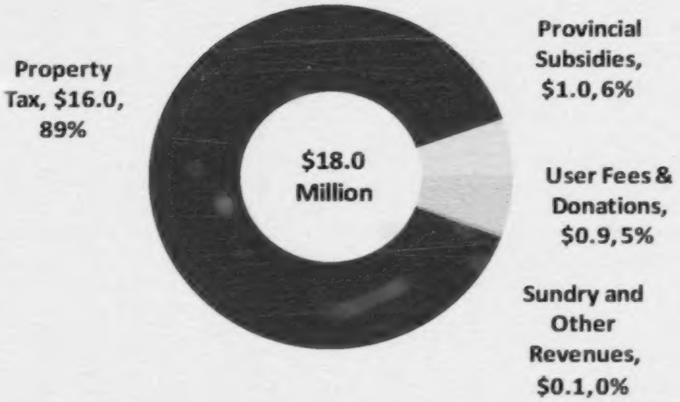
What We Do

- Emphasize the role of zoos in providing leadership in conservation and sustainability programs including the preservation of endangered plant and animal species and threatened natural areas while emphasizing zoogeographical exhibits of habitats, the stewardship role of the human species in managing our planet, and the maintenance of biodiversity and natural ecosystems.
- Provide compelling education and outreach experiences, delivered through programs, curricula and teaching strategies that support the Toronto Zoo's mission and efforts to save wildlife and inspire care for the world's natural heritage, with focus on teachers, students, and the general public locally and nationally to affect change in attitudes about wildlife and therefore motivate individuals to make sound environmental choices towards ensuring a sustainable future.

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2016 Service Levels

Zoo Conservation & Science

Sub-Activity/Type	Status	2013	2014	2015	2016
Zoo Day and Overnight Camps	Approved	4,450	4,450	4,550	4,450
	Actual	4,585	4,932	N/A	N/A
Zoo School (Grade 11 Credit Program)	Approved	36	36	36	36
	Actual	36	36	N/A	N/A
Volunteer Engagement With Visitors / Public	Approved	700,000	850,000	750,000	750,000
	Actual	867,278	778,400	N/A	N/A
Volunteer Hours Contributed	Approved	45,000	35,000	35,000	35,000
	Actual	34,072	31,937	N/A	N/A
Great Lakes Conservation Student Outreach	Approved	20,000	20,000	20,000	20,000
	Actual	23,225	21,150	N/A	N/A

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Zoo Conservation & Science.

Toronto Zoo's Zoo Conservation & Science service performance measures are based on volume, customer service quality, and community input.

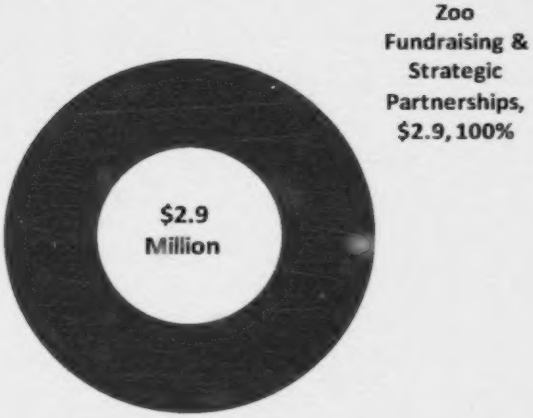
Zoo Fundraising & Strategic Partnerships

What We Do

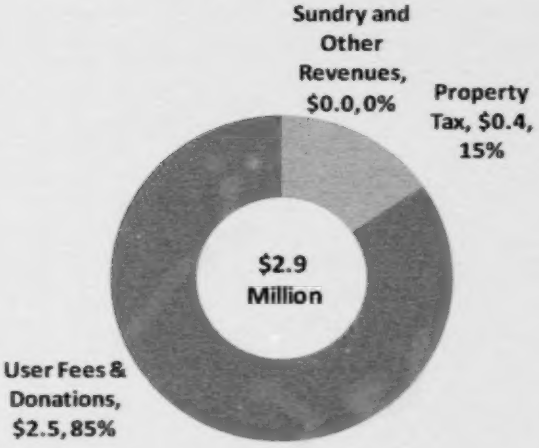
- Develop, plan, and execute all fundraising programs and activities in two distinct program areas; Annual Fund and Capital Campaign, while building strategic relationships and realizing fundraising capacity.

Zoo Fundraising & Strategic Partnerships

2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



2016 Service Levels

Zoo Fundraising & Strategic Partnerships

Sub-Activity/Type	Status	2013	2014	2015	2016
Sponsopships	Approved	$ 575,000	$ 675,000	$ 675,000	$ 675,000
	Actual	$ 211,000	$ 321,000	N/A	N/A
Cost per $ Raised	Approved	$ 0.77	$ 0.74	$ 0.73	$ 0.73
	Actual	$ 0.50	$ 0.20	N/A	N/A

A new Strategic Plan (2015-2020) for the Toronto Zoo was completed in early 2015, replacing the plan last revised in 2009, which includes the establishment of an independent fundraising charitable foundation entity for the Zoo.

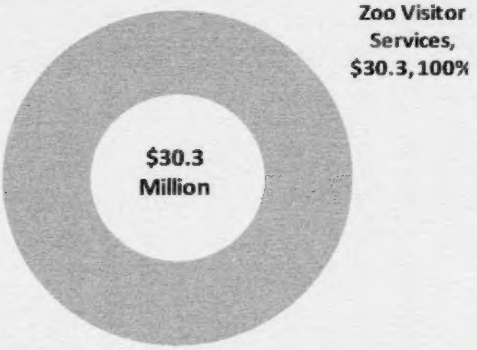
Zoo Visitor Services

Zoo Visotor Services

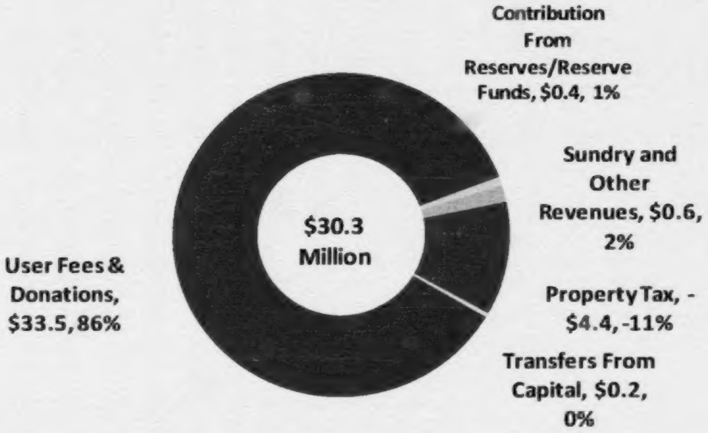
What We Do

- Provide a unique visitor experience that is fun, interactive, memorable, and safe, while facilitating close personal interaction among family members and friends, inspired by the Zoo's compelling wildlife population and its commitment to sustainable living, ultimately inspiring people to love, respect and protect wildlife and wild spaces.

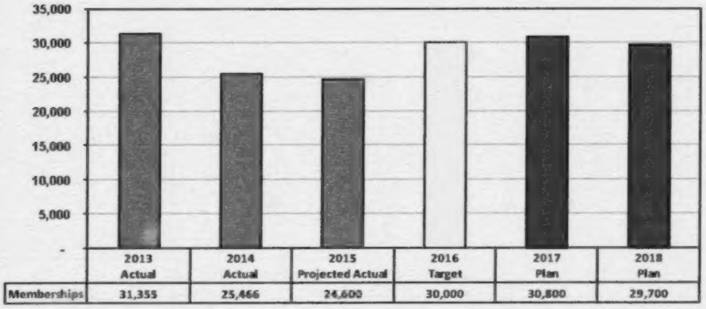
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Output Measure – Memberships



	2013 Actual	2014 Actual	2015 Projected Actual	2016 Target	2017 Plan	2018 Plan
Memberships	31,355	25,466	24,600	30,000	30,800	29,700

- Membership levels in 2016 are projected to be consistent with past experience.
- Membership is correlated with attendance.

2016 Service Levels

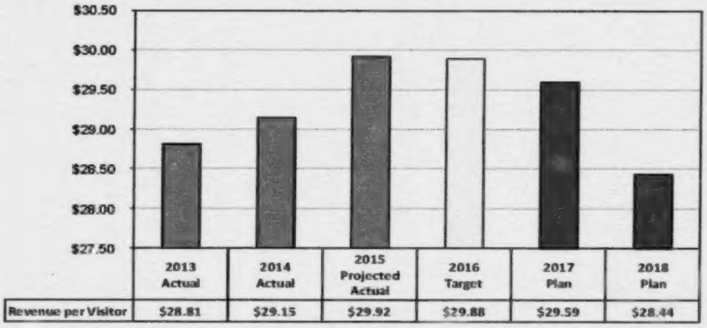
Zoo Visitor Services

Sub-Activity/Type	Status	2013	2014	2015	2016
Attendance	Approved	1,600,000	1,500,000	1,400,000	1,315,000
	Actual	1,462,910	1,186,019	N/A	N/A
Memberships	Approved	34,119	33,000	32,000	30,000
	Actual	31,355	25,466	N/A	N/A
Retail Sales per Visitor	Approved	$ 2.09	$ 2.16	$ 2.25	$ 2.20
	Actual	$ 2.76	$ 2.36	N/A	N/A
Food Sales per Visitor	Approved	$ 4.32	$ 4.35	$ 4.36	$ 5.57
	Actual	$ 5.24	$ 5.12	N/A	N/A

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels for Visitor Services. Zoo Visitor Services service level performance is adversely impacted by extreme weather conditions.

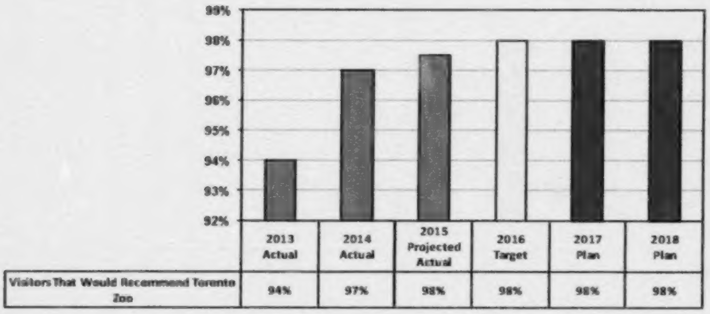
Service Performance

Efficiency Measure – Revenue per Visitor



- 2016 target based on a projected attendance of 1.315 million visitors based on the experience over the last five years.

Effectiveness Measure – Visitors That Would Recommend the Toronto Zoo



- Based on data derived from Toronto on-site visitor survey.

Toronto Zoo

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Toronto Zoo is one of the largest zoos in the world, housing and caring for 5,000 animals over 710 acres and 41,000 square meters with an asset value of $330 million. The Zoo offers full year access to seven bioregion displays with over 10 km of walking trails as well as gift shops, exhibits, rides, food services and guest services.

The Toronto Zoo's 10-Year Capital Plan focuses on improvements which will enhance visitor experiences and ensure continued compliance with zoological accreditation standards. To achieve this, the Zoo's 2016-2025 Capital Budget and Plan of $61.845 million includes both state of good repair (SOGR) and service improvement projects.

A new Capital Master Plan is anticipated to be completed in April 2016, which will guide future Capital Plan priorities and support ongoing animal care and visitor service enhancements.

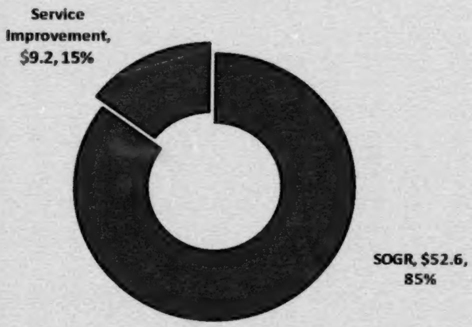
2016 Capital Budget Highlights

The 2016 Capital Budget for the Toronto Zoo of $6.845 million, excluding carry forward funding, will:

- Dedicate $4.945 million to continue construction of the Wildlife Health Centre.
- Continue state of good repair work with Grounds and Visitor Improvements, Exhibit Refurbishments, Building and Services Refurbishments, Information Systems upgrades for $1.900 million.

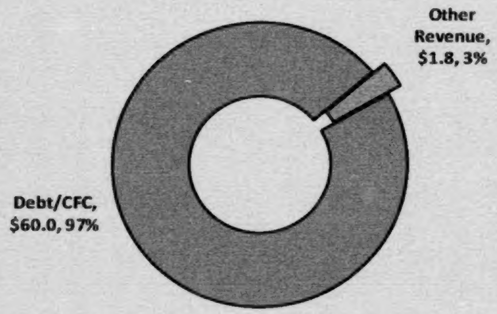
Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category



$61.845 Million

2016-2025 Capital Budget and Plan by Funding Source



$61.845 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $61.845 million provides funding for:

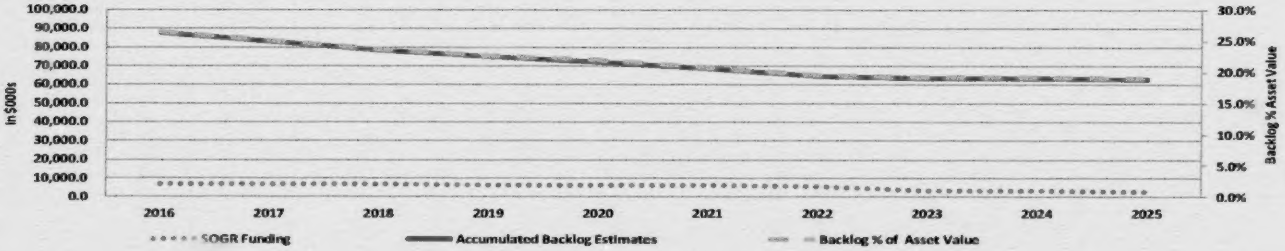
- State of Good Repair (SOGR) projects:
  - ✓ Wildlife Health Centre ($7.445 million).
  - ✓ Orangutan Indoor & Outdoor Exhibits ($9.630 million).
  - ✓ Hippo House Exhibit Refurbishment ($9.000 million).
  - ✓ Grounds & Visitor Improvements ($5.250 million) and Refurbishments for Building and Exhibits ($18.206 million).
- Service Improvements:
  - ✓ Gorilla Outdoor Display ($3.000 million).
  - ✓ Breeding/Holding Facility ($3.214 million).
  - ✓ Educational Development / Learning Centre ($3.000 million).

Where does the money come from?

- New debt funding - $60.000 million
- The 2016–2025 Capital Budget and Plan includes secured donation funding in the amount of $1.845 million for the years 2016 – 2018.

State of Good Repair Backlog

The 10-Year Capital Plan includes cash flow funding of $52.631 million for State of Good Repair to address the backlog. The SOGR backlog as a % of asset replacement value will decrease from 26.5% in 2016 to 19.0% in 2025.



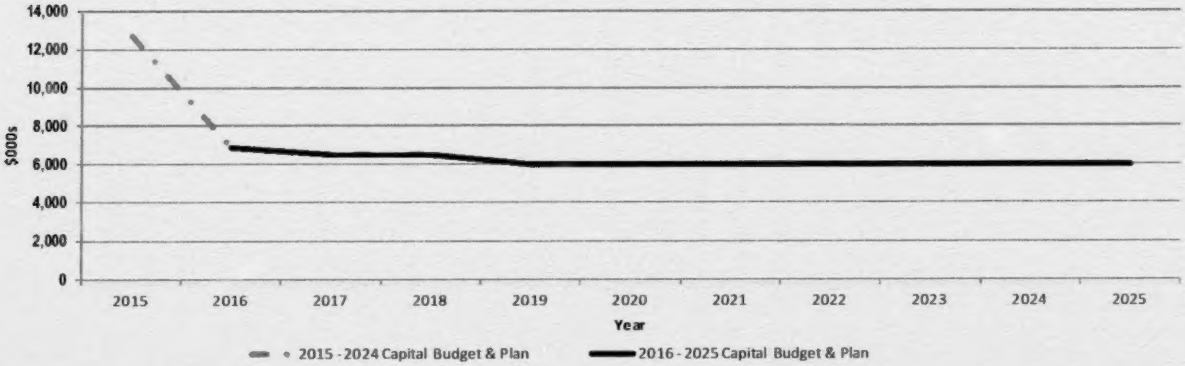
Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $6.681 million in capital expenditures from the 2015 - 2024 Approved Capital Plan.

The table and chart below provide a breakdown of the $6.681 million or 9.7% decrease in the Capital Program on an annual basis from 2015 to 2025.

Chart 1

Changes to the 2015 - 2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	12,681	6,845	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000		68,526
2016 - 2025 Capital Budget & Plan		6,845	6,500	6,500	6,000	6,000	6,000	6,000	6,000	6,000	6,000	61,845
Change %		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		(9.7%)
Change $		0	0	0	0	0	0	0	0	0		(6,681)

As made evident in the chart above, the $6.681 million decrease in the Capital Program reflects completion of Wildlife Health Centre state of good repair work for 2015 (inclusive of 2014 carry forward amount of $4.750 million) and the capital project is on track to be completed in 2017.

The following table details capital projects, by project category included in the 2016 – 2025 Capital Budget and Plan for the Toronto Zoo:

Table 1
Summary of Capital Projects by Category (In $000s)

	Total App'd Cash Flows to Date*	2016 Budget	2017 Plan	2018 Plan	2019 Plan	2020 Plan	2021 Plan	2022 Plan	2023 Plan	2024 Plan	2025 Plan	2016 - 2025 Total	Total Project Cost
Total Expenditures by Category													
State of Good Repair													
Exhibit Refurbishment		250	550	850	400	600	350	450	600	600	600	**5,250**	5,250
Orangutan II & III: Indoor & Outdoor Exhibits		350	1,000	3,180	2,900	2,200						**9,630**	9,630
Wildlife Health Centre	10,590	4,945	2,500									**7,445**	18,035
Information Systems		250	350	350	300	350	250	350	300	300	300	**3,100**	3,100
Grounds and Visitor Improvements		250	550	850	400	600	350	450	600	600	600	**5,250**	5,250
Building & Services Refurbishment		800	1,550	1,270	1,300	1,000	900	1,500	1,571	1,565	1,500	**12,956**	12,956
Hippo House and Exhibit Refurbishment					700	1,250	4,150	2,900	-	-	-	**9,000**	9,000
Sub-Total	**10,590**	**6,845**	**6,500**	**6,500**	**6,000**	**6,000**	**6,000**	**5,650**	**3,071**	**3,065**	**3,000**	**52,631**	**63,221**
Service Improvements													
Gorilla II: Outdoor Display								350	1,929	721		**3,000**	3,000
Breeding/Holding Facility									1,000	2,214		**3,214**	3,214
Educational Development											3,000	**3,000**	3,000
Sub-Total								**350**	**2,929**	**2,935**	**3,000**	**9,214**	**9,214**
Total Expenditures by Category (excluding carry forward)	**10,590**	**6,845**	**6,500**	**6,500**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**6,000**	**61,845**	**72,435**

****Life to Date approved cash flows are provided for multi-year capital projects with cash flow approvals prior to 2016, excluding ongoing capital projects (i.e. Civic Improvement projects)***

2016 – 2025 Capital Projects

The 10-Year Capital Plan consisting of State of Good Repair (SOGR), and Service Improvement projects supports the Toronto Zoo's objective as a living centre for education and science, committed to providing compelling guest experiences and inspiring passion to protect wildlife and habitats, by maintaining and updating old facilities and providing new visitor attractions with better facilities for the animal population.

State of Good Repair (SOGR)

- SOGR projects account for $52.631 million or 85.1% of the total 10-Year Capital Plan:
  - *Wildlife Health Centre ($18.035)* – This project provides funding for the construction of a state of the art facility specifically designed for medical and surgical care of zoo species, and will provide specialized housing for hospitalized wildlife. The construction of the Wildlife Health Care System is a key state of good repair project that will resolve significant accreditation concerns of the zoo.
  - *Building and Services Refurbishment ($12.956 million in 2016)* – This on-going multi-year project supports the repair or replacement of building components requiring attention over the next 10+ years, in compliance with accreditation standards, and ensure the requirements of the Accessibility for Ontarians with Disabilities Act (AODA) are met.
  - *Orangutan II & III: Indoor & Outdoor Exhibits ($9.630 million)* – The Orangutan Phase II is an exhibit improvement project to upgrade living conditions for the orangutans and will also impact the Toronto Zoo's accreditation. The $1.000 million in donation funds that have been received will support the construction phase starting in 2017.
  - *Hippo House Refurbishment ($9.000 million)* – The hippo house is one of the zoo's original concrete structures built in 1973 and needs to be upgraded or replaced to acceptable standards for breeding, animal management and meeting accreditation standards.

- *Exhibit Refurbishment ($5.250 million)* – Needed improvements to the Indian Rhino Building and will be completed in 2016.
- *Grounds and Visitor Improvements ($5.250 million)* – This ongoing multi-year project addresses the needs of the public concerning visitor amenities, the appearance of indoor and outdoor areas, improvements to site circulation and visitor orientation.
- *Information Systems ($3.100 million)* This ongoing multi-year project supports various systems that are in need of replacement points of sale (POS), data warehousing, biology and conservation records system, document management and imaging, telecommunications and financial system.

Service Improvements

- Service Improvement projects account for $9.214 million or 14.9% of the total 10-Year Capital Plan:
  - *Breeding/Holding Facility ($3.214 million)* – Increased breeding and holding space is required if the Zoo is to meet its commitments to the various collaborative breeding programs for endangered species, (detailed design of the facility will be finalized in 2023 with construction to follow later in 2023- 2024).
  - *Gorilla II: Outdoor Display ($3.000 million) – This project will improve visibility for visitors and provide a larger, more enriched environment for the gorillas, (detailed design of the exhibit will occur in 2022 with construction to follow in 2023-2024).*
  - *Educational Development ($3.000 million)* – The projects supports the development of interactive programs and learning strategies, provides professional training and to position the Zoo as a leader in development, evaluation, research and dissemination of formal and informal education programs.

Yonge-Dundas Square

2016 OPERATING BUDGET OVERVIEW

Yonge-Dundas Square is a public square that accommodates approximately 300 events each year including third-party and self-programmed events. These events encourage economic and cultural activities by showcasing businesses and drawing residents and tourists to the area. 28 days are also set aside for the public to enjoy the square as a piazza.

2016 Budget Highlights

The total cost to deliver these services to Toronto residents is $2.335 million gross and $0.389 million net as shown below.

			Change	
(in $000's)	2015 Budget	2016 Budget	$	%
Gross Expenditures	2,265.9	2,334.5	68.6	3.0%
Gross Revenues	1,872.6	1,945.2	72.5	3.9%
Net Expenditures	**393.3**	**389.4**	**(3.9)**	**(1.0%)**

Yonge-Dundas Square is able to reduce its Net Operating Budget by 1% as it will generate additional revenue while keeping the service delivery levels unaffected for this year.

Fast Facts

- Accommodates about 275 events per year, reflecting the Square's current business strategy.
- Regular events include Lunchtime Live!, City Cinema, Fountain Day!, and Indie Fridays.
- Community events include Texas On Tour, NXNE, Pride 2015: The Final Play, and Multicultural Canada Day.
- The number of attendees and users of the Square is projected to be 1.085 million in 2016.

2016 Operating Budget Highlights

- The 2016 Operating Budget of $2.335 million gross and $0.389 million net provides funding for:
  - ✓ Program specific expenditures such as Yonge-Dundas Square programming costs, holiday décor, and marketing/advertising ($0.923 million).
  - ✓ Administration expenditures including permanent staffing costs, rent, accounting fees, and office expenses ($0.736 million).
  - ✓ Contracted services such as custodial and security costs ($0.419 million).

2015 Key Service Accomplishments

In 2015, Transportation Services accomplishments included the following:

In 2015, Yonge-Dundas Square accomplished the following:

- ✓ Yonge-Dundas Square has successfully met the City's mandate of 0% net budget increase in 2015 over 2014, and is projected to yield an actual 26.9% net budget reduction.
- ✓ Successfully maintained consistent growth in its ancillary revenues, outpacing the increased expenditures.
- ✓ Yonge-Dundas Square is well-established as a primary venue for major international festivals as well as multicultural community festivals despite strong competition from other Squares.
- ✓ Continued to operate at a 100% utilization rate during the peak-season.

Our Service Deliverables for 2016

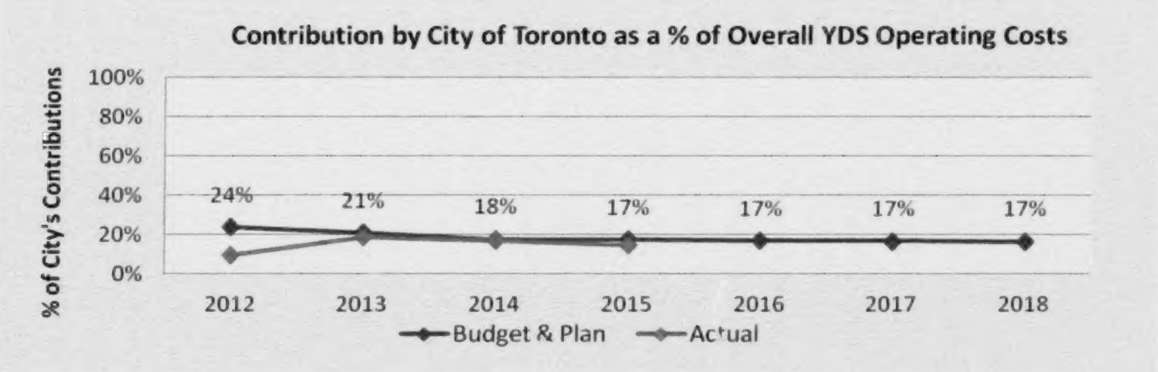
The goal of Yonge-Dundas Square is to provide the downtown area with a range of business and cultural events and provide maintenance on the Square as required.

The 2016 Operating Budget will support:

- Approximately 275 events in 2016
  - 88% are scheduled 3rd party public events year-round including community and private sector events, City events, and major cultural events.
  - 12% are self-programmed events during the spring, summer and fall.
- The Square sets aside days for the open public use as a piazza. The Board of Management's business strategy sets a goal of holding approximately 275 events (capacity), and thereafter, allowing for 28 "fountain days" and downtime for maintenance of the Square during peak and non-peak seasons.
- Services including staging, lighting, audio systems, and security that support successful events.

Trends

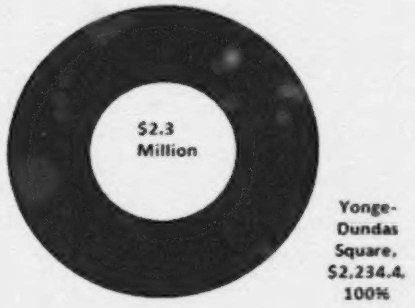
- Funding support from the City as a percentage of the Program's operations remain steady with a small decline from the years 2014 to 2015, from 18% to 17%.
- Actual revenue is highly variable. Due to uncertainties at the Square (unauthorized use, media reports of dangerous activity and rising competition), the revenue is budgeted conservatively.
- In 2015 and forward, the number of events consist of greater proportion of larger events in comparison to smaller events, in an effort to generate additional net surplus for the Square.



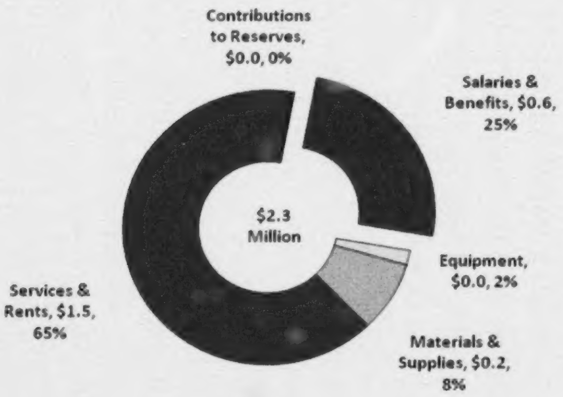
2016 Operating Budget Expenses & Funding

Where the money goes:

2016 Budget by Service

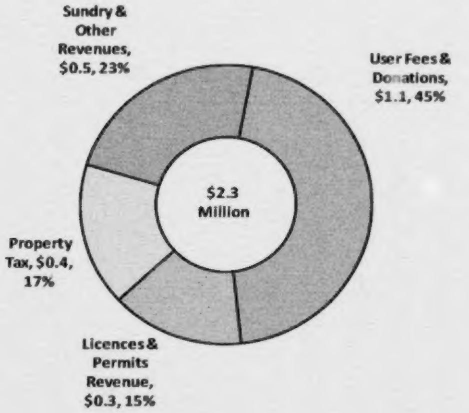


2016 Budget by Expenditure Category



Where the money comes from:

2016 Budget by Funding Source



Our Key Issues & Priority Actions

- **Competition from other Civic Squares**
  - ✓ In October 2013, City Council considered a report recommending increased strategic alignment between the Program and other Public Squares.
  - ✓ The report was referred to the General Manager, Economic Development and Culture, for consideration.
  - ✓ In the interim, Yonge-Dundas Square continues to maintain its primary revenue sources (permit fees, service charges, and sponsorships) while exploring alternate revenue streams.
  - ✓ There are no new planned user fees for 2016.
- **Unpermitted Use of the Square**
  - ✓ Yonge-Dundas Square continues to monitor unauthorized plans to use the Square to prevent and mitigate issues proactively.

Program Map

Yonge-Dundas Square

The mission of the Yonge-Dundas Square Board of Management is to responsibly manage the Yonge-Dundas Square and enhance the vitality of downtown; to launch, promote, and operate the Square as a unique public space, borne from the passion of its community and the energy of commercial participation, so as to develop a positive perception by way of its activities, security, and cleanliness.

Yonge-Dundas Square is a unique focal point of the downtown Toronto community. The Square is designated for use as a public open space and as an event venue that can accommodate events of various sizes. You'll discover a wide range of activities on the Square: community celebrations, theatrical events, concerts, receptions, promotions – events that appeal to residents and tourists alike and provide a showcase for local businesses.

Public Square and Event Venue

Purpose:

- To create a unique focal point in the downtown core to promote economic development activites and to contribute to the cultural vitality of the community;
- To provide a balance of commercial and community programming which will appeal to local business and residents, and also provide city wide attractions to Torontonians and visitors alike;
- To promote a high quality of life in a safe, secure and liveable downtown.

Service Customer

Public Event Production

- Public Event Participant
- Public Event Host
- YDS Space User
- Business Partners (ticket booth)
- Sponsors
- Partners

Table 1

2016 Operating Budget and Plan by Service

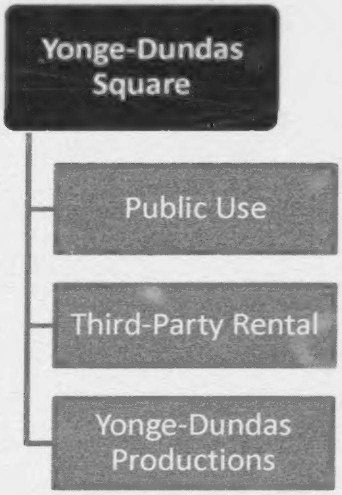
	2015		2016 Operating Budget					Incremental Change 2017 and 2018 Plan			
(In $000s)	Approved Budget	Projected Actual*	2016 Base	2016 New/Enhanced	2016 Budget	2016 vs. 2015 Budget Approved Changes		2017		2018	
By Service	$	$	$	$	$	$	%	$	%	$	%
Yonge-Dundas Square											
Gross Expenditures	2,265.9	2,626.3	2,334.5		2,334.5	68.6	3.0%	4.9	0.2%	5.2	0.2%
Revenue	1,872.6	2,338.9	1,945.2		1,945.2	72.5	3.9%	4.9	0.3%	5.2	0.3%
Total Net Expenditures	393.3	287.4	389.4		389.4	(3.9)	(1.0%)				
Approved Positions	6.5	6.5	6.5		6.5						

Based on 2015 Q3 Operating Variance Report

The Yonge-Dundas Square's 2016 Operating Budget is $2.335 million gross and $0.389 million net, representing a 1% decrease to the 2015 Approved Net Operating Budget is in line with the reduction target as set out in the 2016 Operating Budget Directions and Guidelines.

- Base pressures are mainly attributable to increased staffing and event support costs.
- To help mitigate the above pressures, the Program was able to achieve minor efficiency savings through reduced general office and maintenance costs, and lower event programming expenses in proportion to the amount of revenue generated from the Square's events.
  - ➢ In addition, higher sundry revenue from signage agreements and tour bus kiosk will further offset the above pressures.
- Approval of the 2016 Operating Budget will result in Yonge-Dundas Square keeping its total staff complement at 6.5 positions with no changes.
- The 2017 and 2018 Plan increases are attributable to general economic factors applied to utility cost increases and event support cost increases, which are fully offset by increased sundry revenue.

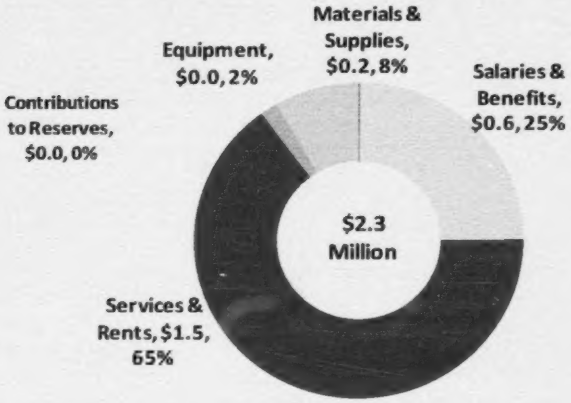
Yonge-Dundas Square



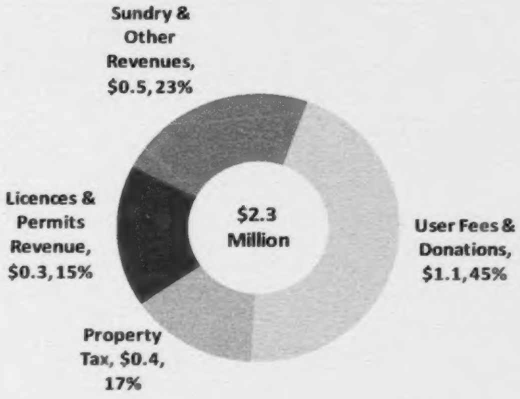
What We Do

- Continued to establish the Square as a primary venue for major international festivals and events while maintaining availability for multicultural community festivals and celebrations.
- Maintenance of the Square while setting aside days for the square to be a piazza, during peak and non-peak seasons.

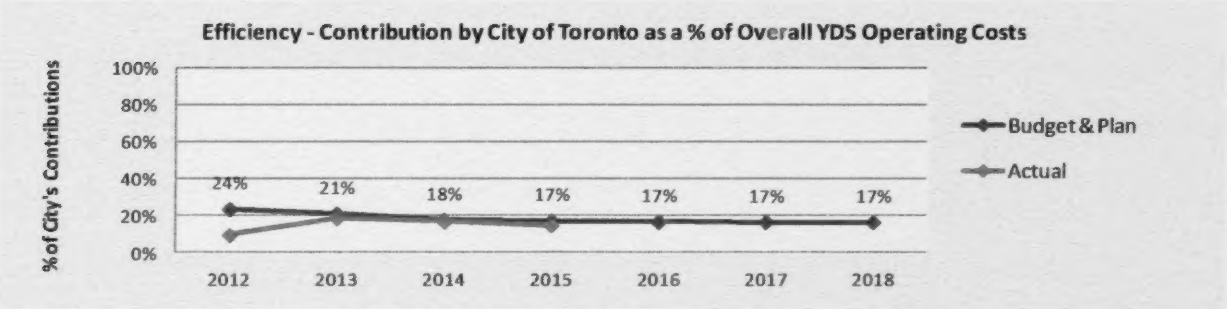
2016 Service Budget by Activity ($000s)



Service by Funding Source ($000s)



Efficiency - Contribution by City of Toronto as a % of Overall YDS Operating Costs



- The Yonge-Dundas Square has consistently reduced its net budget thereby reducing City's contributions. This trend is expected to continue in the years 2016 and forward.

2016 Service Levels

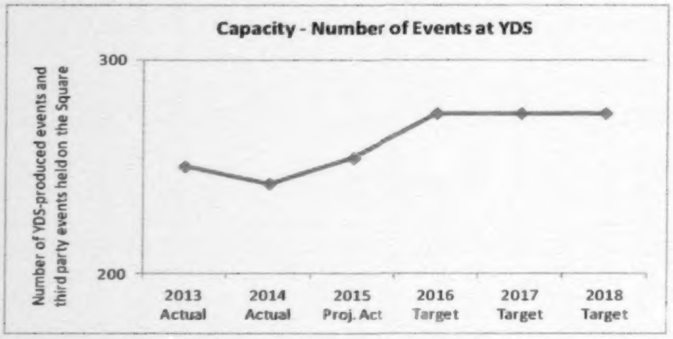
Yonge-Dundas Square

Activity	Status	2013	2014	2015	2016
Public Use	Approved	Square accessible for public use on a daily basis 100% of the time.			Square accessible for public use on a daily basis 100% of the time.
Third-Party Rental	Approved	88% Utilization			88% Utilization
Yonge-Dundas Productions	Approved	12% Utilization			12% Utilization

Overall, the 2016 Service Levels are consistent with the approved 2015 Service Levels.

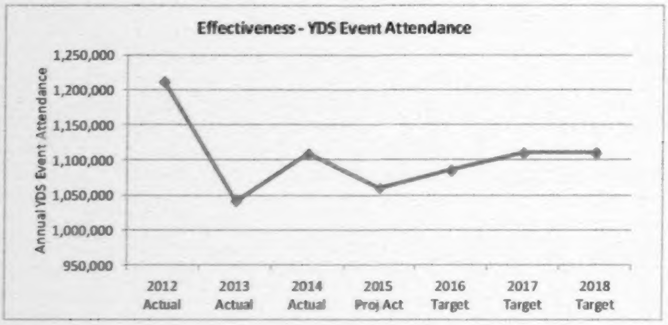
Service Performance

Output Measure – Number of Events at YDS



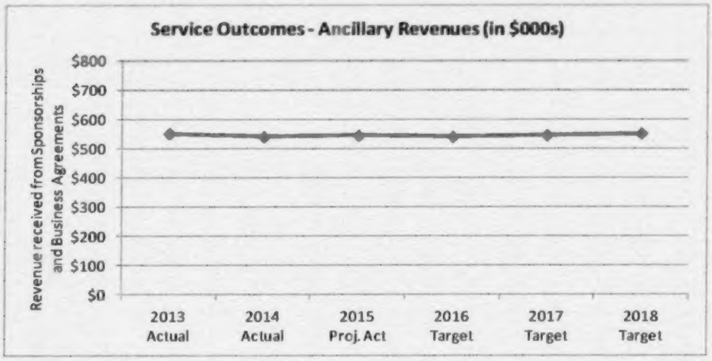
- The number of events held on the Square includes self-produced programmed events and third party events such as community events, private sector events, City events and major cultural festivals.
- The Board's mandate is to hold 275 events vs. capacity of 300 events which reflects a new strategy focussing on larger production events in lieu of smaller events.

Effective Measure – YDS Event Attendance



- 2012 was an exceptional year for Yonge-Dundas Square with higher than normal visitor traffic count on the Square.
- The Square expects a slight drop in attendance in 2015 year-end due to a change mix of events on the Square.
- Successes continue with events as such as "The Best Buy Life & Tech" and "Toronto Cider Festival".
- Attendance count: 2015 Proj. Act (1,060,000), 2016 Target (1,085,000), 2017 Target (1,110,000), 2018 Target (1,110,000).

Effectiveness Measure – Ancillary Revenues



- YDS continues to generate steady but increasing levels of ancillary revenue which include sponsorships, signage agreements, kiosk rent, and partnership/supplier agreements.
- Ancillary Revenues: 2015 Proj. Act ($0.544 million), 2016 Target ($0.540 million), 2017 Target ($0.545 million), 2018 Target ($0.550 million).

Yonge-Dundas Square

2016 – 2025 CAPITAL BUDGET AND PLAN OVERVIEW

The Yonge-Dundas Square is a one-acre open air public space built in 2002 as the centerpiece of the $67.8 million Yonge Street Regeneration Project. The Square, with twenty water fountains and a stage, is also an event venue for the general public.

Since its official opening in 2003, the City has made a total investment of $1.2 million for capital improvements including additional lighting, a stage canopy and a permanent storage facility; and addressed various immediate structural and mechanical/electrical system deficiencies. The asset replacement value of the Square and its amenities is $15.5 million.

The Board of Management of Yonge-Dundas Square has determined that no capital projects are necessary for the 2016 year. The 10-Year Capital Plan for Yonge-Dundas Square provides future year planned estimates to ensure the facility is maintained in a state of good repair through 2025.

2016 Capital Budget Highlights

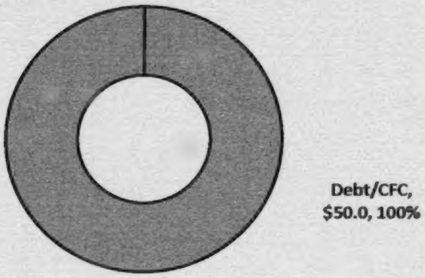
There are no capital projects for 2016. The 2017-2025 Capital Plan for Yonge-Dundas Square includes $0.050 million per plan year, for a total of $0.450 million over the 9 years to support state of good repair maintenance work.

Capital Spending and Financing

2016-2025 Capital Budget and Plan by Expenditures Category

$0.450 Million

2016-2025 Capital Budget and Plan by Funding Source



$0.450 Million

Where does the money go?

The 2016–2025 Capital Budget and Plan totalling $0.450 million provides funding for:

- State of Good Repair (SOGR) projects ($0.450 million)
    - The 2017-2025 Capital Plan allocates $0.050 million per year in each year to address unanticipated state of good repair work and unforeseen capital needs as they arise.

Where does the money come from?

- New debt funding of $0.450 million which is in line with the debt guideline established for Yonge-Dundas Square in each year of the 10-year planning period.

State of Good Repair Backlog

Yonge-Dundas Square does not have a state of good repair backlog as the facility is relatively new and the SOGR project completed in 2010 addressed all the immediate structural and mechanical/electrical state of good repair items.

- A facility audit conducted in 2014 included that the Square is not expected to require any capital projects in years 2016 to 2020.

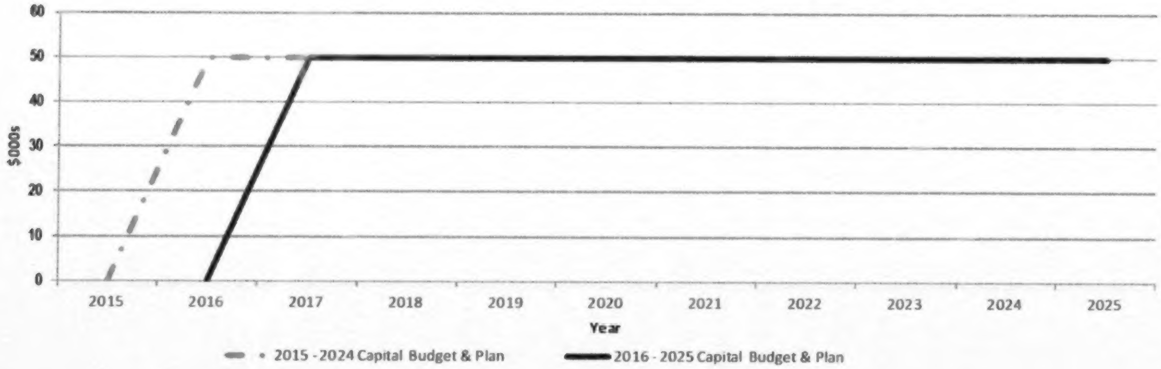
Key Changes to the 2015 - 2024 Approved Capital Plan

The 2016 Capital Budget and the 2017 - 2025 Capital Plan reflects a decrease of $0.050 million in capital expenditures from the 2015 - 2024 Approved Capital Plan. Previously approved 2016 Capital Budget of $0.050 million was not required and the entire amount has been deferred.

The table and chart below provide a breakdown of the $0.450 million with no changes in the Capital Program on an annual basis from 2015 to 2025.

Chart 1

Changes to the 2015 -2024 Approved Capital Plan (In $000s)



($000s)	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	10-Year Total
2015 - 2024 Capital Budget & Plan	0	50	50	50	50	50	50	50	50	50		450
2016 - 2025 Capital Budget & Plan		0	50	50	50	50	50	50	50	50	50	450
Change %		(100.0%)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%		0.0%
Change $		(50)	0	0	0	0	0	0	0	0		0

As made evident in the chart above, there are no changes in the Capital Program for Yonge-Dundas Square.

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Tools and Resources

Glossary of Terms

Activity - A sub-set of the defined service, which includes unique processes and a discrete output delivered to the client(s).

Agency - An agency is an organization associated with the City, but operating at arm's-length. An Agency usually operates under a Board of Management appointed by City Council. An agency is referred to in the acronym ABC - Agencies, Boards and Commissions.

Allocable Service – A category that will be available when posting financial transactions in SAP. The "allocable service" designation allows costs incurred for multiple services on the same purchase order or cheque request to be temporarily charged to a designated functional area until the split among services can be determined by the division.

Amortization – The accounting process of allocating the cost less the residual value of a tangible capital asset to operating periods as an expense over its useful life in a rational and systematic manner appropriate to its nature and use. Depreciation accounting is anther commonly used term to describe the amortization of tangible capital assets.

Approved Complement - The total number of approved positions that are required to provide the approved level of service for a City Program or Agency. The number of approved positions includes all operating and capital positions (permanently appointed or filled on an acting basis), funded vacancies, position attributes (title, number, position type, position category).

Approved Position - An Approved Position is equivalent to a single permanent position regardless of whether it is full-time or part-time.

Approved Position Year - An Approved Person Year is an equivalent for a temporary, seasonal, casual or trade position that is calculated in one of three ways:

1. A single 35 hour per week position
2. A single 40 hour per week position, or
3. A combination of part-time positions (less than 35 hours per week) equating to 1820 hours per year (35 hours per week x 52 weeks), or 2080 hours per year for positions less than 40 hours per week (40 hours per week by 52 weeks).

Assessment – Value of property determined by Municipal Property Assessment (MPAC) and used by the City as a basis for property taxation.

Balanced Budget – The City of Toronto Act, 2006, states that the budget shall provide that the estimated revenues are equal to the estimated expenditures.

Benchmarking - An exercise whereby one organization's results are compared to those of another comparable organization providing the same or similar services based on similar methods of accounting for costs.

Budget - The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act.

Budget Committee - The standing committee of City Council, established as part of the new City governance structure, which is mandated to review and recommend on budget matters. The Budget Committee's mandate includes Capital and Operating Budgets, variance reports, and adjustments to budgets during the year. The Committee also plays a key role in coordinating the budget process and submitting a final budget to Council for its consideration. The Budget Advisory Committee carried this mandate in years from the amalgamation of Toronto in 1998 to 2006.

Budget Scenario - The term used in SAP to describe a particular data set reflecting all budget detail at a particular point in the review process (as submission, Council approved, etc.). Each scenario includes a number of budget versions in the CO SAP module that represent such analytical categories as projected actuals, adjusted base, base budget changes, new service changes, total budget, future year outlook. For ABCs not using SAP, Forms 14 and 15 provide the Budget Scenario.

Budget Versions - In each budget scenario in SAP, the categories of analysis and presentation are in separate structures in the budget module known as versions. The projected actuals, the prior year base budget, the categories of change, service changes, new services, total request, and future year outlook, all exist as separate versions in the SAP CO budget module.

Business Intelligence (BI) - The reporting, analysis, and interpretation of business data. When used in the context of the City's SAP system, Business Intelligence (BI) refers to the analytical, reporting and data warehousing solution produced by SAP, also known as Business Objects, or BOBj (see below).

Business Process - A collection of related, structured activities or tasks that produce a specific service or product (serve a particular goal) for a particular customer or customers.

Business Objects (BOBj) - SAP Business Intelligence solution that simplifies data manipulation, allowing users to access, navigate, analyze, format, and share information across a corporate environment.

Business Transformation - A key focus area of the FPARS project. The scope of Business Transformation is to: 1) develop and evolve the City's service inventory; 2) establish a service performance measurement framework; 3) modify select processes and policies to support multi-year planning, budgeting and monitoring in a service view; and 4) support the organization through a change management strategy and tactics.

Business Warehouse (BW) - Related to SAP Business Intelligence (BI), "BW" is used to describe the underlying Data Warehouse Area and its components.

Capital Budget - A multi year program adopted by Council comprised of an approved program of capital projects for the current year and a planned program for the succeeding nine years. The multi-year plan covers longer term and one-time expenditures for fixed assets that are more than fifty thousand dollars. It also entails the assumption of debt by the Corporation.

Capital (Debt) Financing - Represents the portion of the operating budget required to service the debt assumed by the City from capital expenditures of the current and previous years. It is composed of Capital from Current expenditures and debt charges.

Capital from Current (CFC) - Tax levy funds allocated from the current Operating Budget for the funding of capital projects in the Capital Budget.

Capital Positions - The term referring to positions funded by Capital projects, funding staff who are working to specifically deliver those projects. The expenditures for Capital Positions are included in the Operating Budget with full recovery from Capital projects.

Capital Program - A multi-year plan adopted by Council for long-term capital investments in assets and entails the financing of such long term expenditures with capital assessment and assumption of appropriate funding sources. This program lets Council determine long term expenditure priorities, and enables the City to plan long-term debt requirements. The capital program should be linked to individual Program Business Plan.

Capital Project - Expenditure for major rehabilitation, replacement and/or expansion of existing assets and infrastructure, and acquisition or creation of new assets. A capital project is a one-time activity with a well-defined set of desired outcomes or end results. It must bring benefit to the organization at least 10-years or longer, the decision usually cannot be changed, and investments are over $50K. A capital project can be divided into capital sub-projects or sub-tasks that must be performed in order to achieve the desired result. Capital Projects are classified according to the following five categories listed in the order of importance – Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related.

Capital Sub-Project - Subset or logical components/stages of a major capital project. Individual sub-projects could vary depending on the nature of the project. Example a Park Improvement project could have sub-projects showing individual parks at which the improvement work will be undertaken.

Cash Flow Carry Forwards - The projected year-end unspent amount of Council approved previous year cash flow that is necessary to carry forward, in full or part, to complete the capital sub-project / project in the subsequent budget year.

Categories of Change - Descriptive categories are used in analysis of the 2009 Operating Budget at the submission phase, as well as analysis and reporting during the review and approval phases of the process. In SAP each category of change is maintained as a separate budget version and a particular stage in the budget version is referred to as a budget scenario. The Operating Budget Impact of Capital Projects will be included in these categories according to how the definitions apply to the nature of these costs. Examples of categories of change are: Base Budget, Adjusted Base Budget, Revenue Change, etc.

Clerical / Technical / Professional Position - A clerical / technical / professional position is an Approved Position, which is generally affiliated with CUPE Local 79. A clerical / technical / professional position may be either Full-time or Part-time in status.

City of Toronto Act, 2006 – Passed by the legislature in June, 2006. The Act allows the City to establish its own governance structure, with enhanced delegation authorities. The Act secures a more enabling legislative framework, commensurate with the City's responsibilities, size and significance. The Act recognizes Toronto as an economic engine of Ontario and Canada with a democratic government that is responsible and accountable. The Act further endorses building a mature relationship with the province based on mutual respect, consultation and cooperation. The Act recognizes the City's authority to enter into agreements with other governments, including the government of Canada.

Complement Management: The administration and reporting of the approved and operational complement, including organizational structures, jobs and cost centre assignments (as understood before FPARS), as well as the tracking of vacancies and the impact on positions throughout the year of the funding status (capital vs. operating) and of funding-related changes (e.g. downsizing programs, re-organizations, re-evaluations, pay equity, job and wage grade harmonization).

Complement Planning: The business processes for forecasting and establishing the approved complement, including salary dollars and benefits, on an annual and multi-year basis.

Commitments – Projected cash flow expenditures beyond the Council approved budget year which require future year cash flow to complete the approved project. In essence it allows a project tender to be executed in the current budget year that requires future year cash flows to complete.

Community Impact - Community impact is the measurable change in the level of need of an individual client or the aggregate need of a customer group, directly attributable to the delivery of a service or a program.

Community Impact Measures – A performance indicator measuring the impact or benefit that the program / service is having on the communities in relation to the intended purpose or societal outcomes expected.

Complement - The number of permanent-equivalent positions including temporary, seasonal, casual and / or trade positions, all expressed in Approved Positions that are required to provide the approved level of service for a particular Program or Agency of the City.

Complement Management - Complement Management is the administration of the range of positions, people and structures related to the City as an organization in adherence to its established business processes and operational needs.

Consumer Price Index (CPI) – A statistical description of price levels provided by Statistics Canada. The index is used to measure the cost of living.

Cost Element - A cost element is a numerical reference to a particular kind of expense or revenue. For instance, 6030 is the cost element denoting "contributions to reserve funds".

Cost of Living Adjustment (COLA) – An increase in salaries to offset the adverse effect of inflation on compensation.

Council Priorities - Council priorities are outcomes or project outcomes which are to be delivered during the term of Council to support a vibrant and growing city which guides the 2009 Operating and Capital budgets.

CUPE – Canadian Union of Public Employees.

Customers - In terms of service profiles, customers define a segment of the population that the service is intended to benefit. Public Services have target customers external to the government – individuals, businesses and not-for-profits. Internal Services have public services as their target customers.

Customer Service Quality Measure - Measure of customer satisfaction with the service that they receive relative to their needs and expectations.

Current Value Assessment (CVA) – The amount of money a willing seller can expect to receive for their property as of date from a prospective buyer.

Debt - The amount of all obligations for the payment of interest and principal due by certain agreements and by-laws as incurred by the City of Toronto such as debentures, promissory notes, leases, letters of credit and other financial commitments and guarantees.

Debt Charges – The amount of principal and interest payments necessary to retire outstanding debt arising from capital expenditures.

Debt Financing - The amount of capital project gross cost that is to be financed with long-term debentures. This is the net amount determined after all other financing sources including GST refunds are considered.

Development Charges – Development charges are imposed against new development both residential and non-residential and are the primary funding source for financing Regional growth related capital such as the road network, water and sewer. The rates imposed to Developers are based upon a Council approved Development Charge By-law.

Efficiencies - An efficiency measure is a measure of productivity based on dividing the quantity of output (measured in units of deliverables) by the quantity of resources input (usually measured in person hours or dollars).

Effectiveness / Customer Service Measures - Effectiveness is a measure of the value or benefit of a service, expressed as the actual change in the specified outcome achieved by delivery of the service. More broadly, an effectiveness measure compares the output of a service, process or resource to its intended contribution to a higher level goal (e.g. the effectiveness of a resource with respect to its contribution to a process, etc.).

Encumbrance - Upon approval of projects/sub-projects, programs can begin the RFP process to determine the vendor that will provide goods / services required. Once the vendor's bid is approved, it becomes a legally binding contract hence the value of the bid is an encumbrance and considered spent.

Estimated Useful Life - This is an estimation of the time period, usually expressed in years, that the capital asset (project) brings benefit to the organization or a community. This may apply to new sub-project/projects or an addition, alteration or improvement of an existing capital asset.

Exempt Professional / Clerical Position (individual contributors) - Any position which is not affiliated with a union, acts as an individual contributor and does not have direct staff reports.

Expenditure Category (Cost Element) Group - Expenditure Categories, now called Cost Element Groups in the SAP environment are the high level categories of expenditure and revenue as seen on the budget templates. They are Salaries & Benefits, Materials & Supplies, Equipment, Services and Rents, Contributions and Transfers, Interdivisional Charges and Other on the Expenditure side. On the Revenue side they are Grants from Others, Interdivisional recoveries, User Fees and Other.

External Financing - Financing from sources external to the City of Toronto (such as Provincial or Federal subsidy, Corporate Sponsorships, etc.). In addition it includes debt financing as well (see Debt Financing definition below).

Financial Efficiency - A measure of the cost of resources per unit of output. In this case, resources are the inputs (e.g, dollars, FTE, employee hours, time). Calculation: input divided by output.

Fiscal Policy – A government's policies with respect to revenues, spending and debt management as these relate to government services, programs and capital investment. Fiscal Policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

Fiscal Year – A 12-month period designated as the operating year fro accounting and budgeting purposes in an organization. The fiscal year for the City is the calendar year (January 1st to December 31st).

Fixed Assets – Assets that are long-term in nature that are intended to continue to be held or used, such as land , buildings, machinery, furniture , ands other equipment.

Frontline Positions - Frontline Positions are those approved positions that provide direct service to the public or other consumers.

Full Time Position - A full-time position is a position approved as part of the organizational structure for a particular service or program working 35 or 40 hours per week for the full year.

GAAP – Generally Accepted Accounting Principles. Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principals.

Gas Tax – A share of Provincial and Federal gas tax that is transferred to municipalities to fund public transit systems and other infrastructure.

Gapping - Gapping represents the difference between funding that would be required for full salaries, wages and benefits for the entire stated complement of a particular staff unit and the actual funding provided. Gapping represents the savings that can be achieved as a result of vacancies or staff turnover not intended to be filled (known gapping) and an allowance for unplanned or unanticipated staff turnover (unknown gapping).

Goals - Goals specify where the organization desires to be in the future within the scope of the stated key business service as it relates to the Program's mission. Goals provide a framework for the identification of specific, well-defined objectives to be accomplished within specific time frames. Goals are to be pursued over time. The goals that a Program develops should be in support of the key business services and help establish the Program's direction. These goals provide a unifying theme for activities. Each goal should have at least one objective.

Grant - A contribution to the City from a federal or provincial government source to support a particular function, service or program. Grants from other sources should be reported as "Other Income."

Growth Related - A capital project is categorized as growth related if it supports growth and development across the City. Potential development charge revenues could apply to, and be identified for these projects.

Head Count - The total number of staff individuals employed by a unit at a particular time, regardless of the nature of their employment: full-time, part-time, seasonal or casual / trades. Currently, the City is using the terminology 'Approved Position' to uniformly report its staffing complement of all statuses.

Health and Safety - A capital project is categorized as health and safety if there is an urgent requirement for repairs due to demonstrated concerns for a health and safety hazard.

Hourly / Operations - Positions which is either paid on an hourly basis or works directly in operations (maintenance, waste collection, etc.) and that are often associated with TCEU Local 416.

Internal Financing - Financing from sources internal to the division or program submitting a capital project including reserve funds, development charges, and other program generated revenues.

Key Services - These are the fundamental services critical to the Program's mandate and success. Performance of these services in an exemplary manner will result in the Program achieving its mission.

Key Customers - Key Customers are the direct beneficiaries of the service or product provided by a particular program or agency. Key customers may be clients or customer groups, either inside or outside the City, including members or the public or other external entities.

Legislated or City Policy - Capital Expenditures required by Provincial or Federal legislation or compliance with City Policy (i.e., environmental initiatives). In the capital project justification section of each business case, the specific legislative or City Council reference will be provided as well as the action required to meet the requirements and timeframe.

Mature Budget Process - A budget process that is based on a multi-year view, emphasizes upfront strategic enterprise priority setting, service reviews and public consultation, and focuses on a link between resource allocation decisions and results and outcomes.

Objectives - Objectives are linked directly to Program goals and are specified, quantified, time-based statements of accomplishments or outcomes which should clearly state the specific results the Program seeks to accomplish. The development of objectives aids decision-making and accountability by focusing on issues and the accomplishment of outcomes and sets the direction for strategies. A Program may have multiple objectives under a single goal. The target indicated for each objective should focus on budgeted results. Example of an objective – develop and implement a cross-shelter case management plan for homeless clients that tracks their visits to all Toronto shelters in a given year by end of the fiscal year.

Outcome (Results) - The impacts or consequences for the community, of the activities of government. Outcome reports the results of the service. It can be short-term (immediate success), intermediate-term (success by three-to-six month periods) or long-term (one year or more). **OMBI** refers to The Ontario Municipal CAO's Benchmarking Initiative; created to make municipalities across Ontario more innovative and effective through the tracking and sharing of performance statistics and operational best practices.

Output (Workload) - The final products or goods and services produced by the organization for delivery to the customer. Output represents the number of units produced or services provided. It represents a measure of the amount of products or services delivered, and quantifies

OMERS – Ontario Municipal Employees Retirement System. OMERS is a defined benefit plan that provides pension benefits to the Region's full-time employees. Employees and employers normally make equal contributions to the plan.

Operating Budget - The financial, operating and management plan for the City that establishes annual appropriations in accordance with the Municipal Act for a 12-month period, (e.g., a fiscal year).

Ontario Disability Support Program (ODSP) - An income and employment support program designed to help people with disabilities live comfortable and productive lives.

Operating Impact of Capital - The Operating Budget impact of Capital projects is the changes in operating expenditure and / or revenue, which are projected to occur during the course of a Capital Project and / or when a Capital project is completed. These changes should be documented on a Business Case Form in the appropriate category. As the Operating Impact of delivering new services that result from Capital projects would be presented in a New / Enhanced Services Business Case.

Other Revenue - Represents all revenues other than property tax levy, provincial and federal grants, interdivisional recoveries and prior year's surplus. Other Revenue is made up of user fees, fines, interest earnings, and revenues from any other source.

Outlook - The Outlook is the anticipated financial plan for a future fiscal year, based on Council approved decisions for the current fiscal year. Outlook information for two future years is part of the Operating Budget submission. Outlooks include the annualized impacts of new / enhanced services, revenue changes or service adjustments approved in a prior year, known cost increments arising from approved multi-year contracts, non-recurring expenditure or revenue adjustments, operating impacts of approved capital projects, step /merit increases, and known Cost of Living adjustments.

Output - An output defines the result of a service delivered to a client, measured by quantitative 'units of service delivery'.

Output Measure - Measure the number of units of a service or product produced. An example is the tons of curbside waste recycled or cubic metres of water pumped at Pumping Station X.

Planner Profile - The Planner Profile determines the planning layout used in planning (SAP). The initial planning screen appears based on the first planning layout defined for a planning area. You can choose "Go to—Next layout" to proceed to the next layout. The Planner Profile is assigned to different user groups and thus controls what objects they are allowed to plan (for example, given cost center and cost element groups).

Part-Time Position - A part-time position is a position approved as part of the organizational structure for a particular service or program working less than 35 / 40 hours per week.

Performance Measure: Performance measures quantitatively tell us something important about our products, services and the processes that deliver them. They are a tool to help us understand, manage, and improve what our divisions do. Performance measures let us know:

1. How well we are doing;
2. If we are meeting our goals;
3. If our customers are satisfied
4. If and where improvements are necessary; and
5. If our processes are in the statistical control

Personnel Expenditure Planning (PEP) - Functionality in the Public Budget Formulation (PBF) tool that projects salary and benefit costs based on timely HR information (including positions, employees, job profiles, and salary and benefit costs). Using PEP projections, analysts can compare and plan for various contingencies regarding personnel costs during the budget formulation process and mid-year analysis.

Planned Complement - The total number of proposed positions before Council approval that are required to provide a level of service for planning and forecasting.

Presto – An electronic transit fare card to be used across various GTA transit systems.

Priority Project - A degree of important a project is to the Program in achieving the Program's objectives for the planning period. Prioritization may differ from Ranking such that any two projects cannot have the same priority preference number though they may have an equal ranking. Priority shows which projects the Program would prefer over the others if not all projects were allowed for approval. Priorities also show the areas of focus and the strategic direction the Program is heading to. Prioritization should be consistent with the mission and goals of the Program and any deficient areas that need to be addressed during the budget period. Priority numbers should only consist of integers other than zero. Assignments like 0, 1A, 1B, 1.5, 1.75 are not valid priority numbers.

Product/Types - This represents a classification of service deliverables.

Program - A Division of a Department or an Agency, Board or Commission, which constitutes a service delivery unit and may encompass one or more related municipal services (e.g., the Solid Waste Management program includes a number of services and is a division of Works and Emergency Services Department) and satisfies the following:

- aimed at one or more target groups (e.g., households);
- has program goals defined in social terms with outcomes of public good (e.g., public health); and
- is either mission-driven, (e.g., recreation, or mandate-driven, law-enforcement).

Program Map - The visual representation of the services, activities and sub-activities used to reflect the current service output business model. For each division or agency, there is a mission statement. For each identified service, there is a purpose statement.

Projected Actuals - Refers to the expected, or anticipated, outcome of the year's expenditure and revenue activities. A recommended approach for departments is to combine actuals year to date as of June 30, plus the balance of the calendarized Council-approved current fiscal year budget. Departments can adjust and update the projected actuals as they see fit. The Projected Actuals are often compared with the current year Budget to determine variances.

PSAB - Public Sector Accounting Board of the Canadian Institute of Chartered Accountants (CICA) issues standards and guidance with respect to matters of accounting in the public sector.

PSAB Section 3150 - Municipal requirement to account for and report on non financial assets of local
governments.

Ranking Projects - Ranking is an evaluation of a capital project based on certain criteria. It incorporates and quantifies five Capital Project Categories, (i.e., Health and Safety, Legislated/City Policy, State of Good Repair, Service Improvement and Enhancement, and Growth Related).

Replacement Cost - Is the cost of replacing the original asset on the basis of current prices (cost). It is not related to the original asset cost.

Reserve / Reserve Funds - Reserves and reserve funds have designated purposes and are created through the specific authorizations of Council. All earnings from the investment of reserve funds must form part of the reserve fund, whereas the earnings from reserves flow to the operating budget. The assets of reserve funds are segregated and restricted to the purpose of the reserve funds.

Revenue - Income received by an organization for the fiscal year. In the City of Toronto revenue includes tax payments, service (user) fees, transfers from other governments, fines, interest income, etc.

Salary Gapping - Unspent salary dollars resulting from position vacancies (e.g. the time a position is unfilled after resignations, unpaid leaves, etc.) Annual unspent salary gapping savings are applied to reduce the corporate tax levy.

Service - A detailed account of key offerings that are associated with each program currently delivered by a division.

Service Level Indicators - Service Level Indicators express the level and the standard of service provided to key customers or customer groups. Service level indicators may reflect an agreed standard of service (e.g., processing time), a quantitative level of resources or the frequency of service provided (e.g., hectares of parkland per capita), or the supply of service as a percentage of need (e.g., number of subsidized day care spaces provided as a percentage of the number of children in low income families).

Service Improvement and Enhancement - A capital project is categorized as service improvement and enhancement if it improves service delivery above the current Council-approved standard or provides for the introduction of new services.

Service Objective - A service objective sets out an achievable/measurable action that can be taken in delivering a service in support of the program goal.

Service Planning - Service Planning is a key management tool that supports informed operational decisions about: services and service levels; best us of available resources to achieve corporate goals; and cost effective delivery approaches.

State of Good Repair - A capital project that allows for the maintenance, repair or replacement of existing assets. This includes asset rehabilitation that extends the useful life of the asset by 10 or more years before replacement is necessary. Asset replacement should be considered, if rehabilitation is not feasible and delayed replacement could result in potential safety hazards. Asset rehabilitation required to meet health and safety issues should be categorized as "Health and Safety".

Strength - The number of actual filled staff positions at a specific point in time, whether permanent, seasonal or casual expressed as approved position years.

Student / Recreation Worker - A student or recreation worker is one who is employed on a temporary, seasonal or casual basis.

Support Positions - Support Positions are those approved positions that are professional, technical or managerial and provide support to the provision of a direct service.

Targeted Outcomes - A description or performance measure of the projected result of the implementation or continuance of an Objective or Council Priority within a program service or activity.

Tax Rate - A rate used to determine the amount of property tax payable. Taxes on individual properties are calculated by multiplying a property's current value assessment (CVA) by the applicable tax rate.

Total Gross Expenditures - Includes all expenditures properly incurred by the Program Area and charged to the Program Area's Budget.

Total Revenues - Includes all program-generated revenues (e.g., User Fees), grants and subsidies, internal recoveries and internal financing (e.g., Funding from reserves).

WBS (Work Breakdown Structure) - The Work Breakdown Structure is the hierarchy that is used within SAP for recording the approved project/sub-project transactions including the budget, plan, expenditures and revenues. It is within these WBS Elements that the financial status of a project/sub-project can be monitored through system generated reports.

Units of Service - Reflects the measurable components of each service deliverable, which illustrates how much service is being provided. These can be identified both in terms of costs and volumes.

User Fees and Charges - Includes all program-generated fee and rental revenue for the use of its services (such as the TTC fare, ice rental fees and various city permits), encompassing cost elements 8500 to 8680. Donations are not included.

Vacancy - A funded, unoccupied position with no commitment (i.e., no base holder or financial commitment).

Vacancy Management - The business process to track and report on vacancies.

Value - In terms of Service Profiles, value deals with the contribution of a service toward the desired impact on the Customer Group associated with the Service.

Variances - Programs / agencies are expected to clearly detail all assumptions with respect to year-over-year changes, which are greater than $250,000 or 5% of total gross expenditures. The rationale provided should be based on changes in service levels, objectives or funding requirements.

Zero Based - The requirement for all expenditures to be fully justified each year without reference to the prior year budget level. All office furniture and consultants are zero based and must be fully supported and justified by supporting documentation.

Acronyms and Abbreviations

ABCs	Agencies, Boards and Commissions
AD	Anaerobic Digestion
AED	Automatic External Defibrillators
AHA	Arts & Heritage Awareness
AHO	Affordable Housing Office
ALS	Advanced Life Support
AMO	Association of Municipalities of Ontario
AOCC	Association of Community Centres
AODA	Accessibility for Ontarians with Disabilities Act
AQHI	Air Quality Health Index
ASD	Alternative Service Delivery
AYS	Access to Your Supervisor
AZA	Association of Zoos and Aquariums
BCPV	Black Creek Pioneer Village
BET	Business Education Tax
BIA	Businesses Improvement Areas
BMO	Bank of Montreal
BRT	Bus Rapid Transit
BSC	Budget Sub-Committee
CAMS	Capital Asset Management System
CATS	Cross Application Time Sheets
CAZA	Canadian Association of Zoos and Aquariums
CCAC	Canadian Council on Animal Care
CCAC	Community Care Access Centres
CBR	Cellular and Bimolecular Research
CCTU	Critical Care Transportation Unit
CCTV	Closed Circuit Television
CDP	Chronic Disease Prevention
CFC	Capital from Current

CFO	Chief Financial Officer
CHIN	Refers to a multicultural/multilingual radio station
CIP	Corporate Identity Program
CLRV	Canadian Light Rail Vehicles
CM	City Manager
CMA	Census Metropolitan Area
CNE	Canadian National Exhibition
CNEA	Canadian National Exhibition Association
COLA	Cost of Living Allowance
COTA	City of Toronto Act, 2006
CPI	Consumer Price Index
CPIP	Community Partnership and Investment Program
CREMS	Community Referrals by EMS
CVA	Current Value Assessment
CVOR	Commercial Vehicle Operators Registration
DARP	Development Application Review Project
DBRS	Dominion Bond Rating Service
DC	Development Charge
DCM	Deputy City Manager
DEC	Direct Energy Centre
DOT	Directly Observed Therapy
DSI	District Service Improvements
DVP	Don Valley Parkway
E&LR	Employee and Labour Relations
EA	Environment Assessment
EDCT	Economic Development Culture and Tourism
EDRMS	Enterprise Document & Records Management Solution
EDS	Electronic Data Systems
EEO	Energy Efficiency Office
EFFS	Electronic Financial Filing System

ETS	Environmental Tobacco Smoke
FIFA	Fédération Internationale de Football Association
EMS	Emergency Medical Services
EPA	Environment Protection Agency
ERCs	Employment Resource Centres
ESS	Employee Self Service
FMRE	Facilities Management and Real Estate
FDI	Foreign Direct Investment
FOI	Freedom of Information
FPARS	Financial Planning and Reporting System
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GDP	Gross Domestic Product
GMAC	General Managers Advisor Committee
GR	Growth Related
GST	Goods and Services Tax
GTA	Greater Toronto Area
GTTA	Greater Toronto Transit Authority
H&S	Health and Safety
HBHC	Healthy Babies Healthy Children
HE	Healthy Environment
HF/HL	Health Families / Healthy Living
HPS	Homelessness Partnering Strategy
HUSAR	Heavy Urban Search & Rescue
HVAC	Heating, Ventilation and Air Conditioning
IAEMD	International Academies of Emergency Medical Dispatch
IBMS	Integrated Business Management System
ICON	Integrated Court Offences Network
IDC	Inter Divisional Charges
IP	Injury Prevention

IPHIS	Integrated Public Health Information System
ISCIS	Integrated Services for Children Information Systems
ISF	Infrastructure Stimulus Fund
IT	Information Technology
ITDS	In the Driver Seat
IVR	Interactive Voice Response
JDA	Joint-Default Analysis
JEPP	Joint Emergency Preparedness Program
LED	Light Emitting Diodes
LEED	Leadership in Energy and Environmental Design
LHIN	Local Health Integrated Networks
LIMS	Laboratory Information Management System
LRT	Light-rail Transit
LRV	Light Rail Vehicle
LTCA	Long Term Care Act
LTCHS	Long Term Care Homes and Services
LTC	Long Term Care
MBT	Mechanical Biological Treatment
MCCS	Municipal Child Care Services
MFIPPA	Municipal Freedom of Information and Protection of Privacy Act
MLEO	Municipal Law Enforcement Office
MLS	Municipal Licensing Standards
ML&S	Municipal Licensing & Standards division
MLTT	Municipal Land Transfer Tax
MMAH	MMAH - Ministry of Municipal Affairs and Housing
MOE	Ministry of the Environment
MOHLTC	Ministry of Health and Long Term Care
MPAC	Municipal Property Assessment Corporation

MPMP	Municipal Performance Measurement Program
MRAB	Multi Residential Apartment Building
MRF	Material Recovery Facility
MUSH	Municipalities, Universities, Schools and Hospitals
MW	Megawatt
OBCA	Ontario Business Corporation Act
ODSP	Ontario Disability Support Program
OECD	Organization for Economic Co-operation and Development
OMBI	Ontario Municipal CAOs Benchmarking Initiative
OMB	Ontario Municipal Board
OMPF	Ontario Municipal Partnership Fund
OPHS	Ontario Public Health Standards
OPP	Ontario Provincial Police
OW	Ontario Works
PAD	Public Access Defibrillation
PASO	Pan American Sports Organization
PAYE	Partnership to Advance Youth Employment
PBP	Better Building Partnership Program
PC	Police Constable
PHI	Public Health Inspector
PHIPA	Personal Health Information Privacy Act
PMFSDR	Provincial Municipal Fiscal and Service Delivery Review
POA	Provincial Offences Act
POS	Purchase of Service
PPF&A	Policy, Planning, Finance and Administration
PSAB	Public Sector Accounting Board
PSS	Personal Service Setting
PTMS	Parking Tag Management System

PTOC	Paramedic Transfer of Care
PVT	Personal Vehicle Ownership Tax
RACS	Road Allowance Control System
RAWF	RAWF - Royal Agricultural Winter Fair
RFP	Request for Proposal
RRAP	Residential Rehabilitation Assistance Program
RT	Rapid Transit
S&P'sd	Standards and Poor's Canada
SAMS	Social Assistance Management System
SARS	Severe Acute Respiratory Syndrome
SASRF	Social Assistance Stabilization Reserve Fund
SCPI	Supporting Communities Partnership Initiatives
SDFA	Social Development, Finance and Administration
SDMT	Service Delivery Model Technology
SHAS	Social Housing Administration System
SLAs	Service Level Agreements
SMIS	Shelter Management Information System
SMP	Substance Misuse Prevention
SOGR	State of Good Repair
SRT	Scarborough Rapid Transit
SSHA	Shelter, Support and Housing Administration
SSO	Source Separated Organics
STEP	Sustainable Technology Evaluation Program
SWM	Solid Waste Management
TAC	Toronto Arts Council
TAF	Toronto Atmospheric Fund
TAMP	Technology Assisted Management Program
TAS	Toronto Animal Shelter
TAVIS	Toronto Anti-Violence Intervention Strategy

TCEU	Toronto Civic Employees' Union Local
TCHC	Toronto Community Housing Corporation
TCHIS	Toronto Community Health Information System
TDSB	Toronto District School Board
TEDCO	Toronto Economic Development Corporation
TEIS	Toronto Elections Information System
TEO	Toronto Environment Office
TESS	Toronto Employment and Social Services
THEIS	Toronto Healthy Environments Information System
THESI	Toronto Hydro Energy Services Inc.
TKN	Total Kjeldhl Nitrogen
TMMIS	Toronto Meeting Management Information System
TPA	Toronto Port Authority
TPH	Toronto Public Health
TPL	Toronto Public Library
TPS	Toronto Police Service
TRCA	Toronto and Region Conservation Authority
TTC	Toronto Transit Commission
UofT	University of Toronto
WAYS	Web Access to Your Service
WBPP	Works Best Practice Program
WSIB	Workplace Safety and Insurance Board
YIPI	Youth in Police Initiative
YUS ATO	Yonge-University-Spadina Automatic Train Operation